

УДК 331.658.3
JEL M12

DOI: <http://dx.doi.org/10.30970/meu.2026.55.0.5501>

FOSTERING CREATIVITY OF MODERN LEADERS

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Abstract. *The study proposes a comprehensive analysis of the potential of art as a tool for fostering creative leadership. It formulates practical recommendations for activating the creative potential of modern management personnel. The paper reveals the content, key characteristics and modern approaches to interpreting the essence of creative leadership. The methods and tools of leadership transformation through creativity and innovation are analyzed, and the unique potential of art (visual, musical, theatrical) as an effective tool for developing leadership competencies is substantiated. The role of creativity as a strategic imperative for the development of modern organizations is investigated. A comprehensive diagnosis of the impact of creativity on business processes and the creative potential of management personnel is carried out using psychometric tests, a questionnaire, role-playing exercises for team interaction and art history analysis. The results are presented, confirming the positive impact of artistic interventions on individual and team indicators. An integrative methodology for the application of creative practices for the development of creative leadership, based on the principles of experiential learning and multimodal use of various types of art, has been developed. The scientific novelty of the study lies in the substantiation and development of a methodology for activating the creativity of managers based on the integration of artistic practices. The practical significance of the results obtained lies in the creation of a ready-to-implement toolkit (training methodology) for the development of creative leadership. Successful implementation of the proposed approach can contribute to improving the psychological climate, increasing staff involvement, increasing the competitiveness of companies and strengthening competitive positions in the market.*

Keywords: *creative leadership, creativity, artistic practices, development of managers, change management, managerial innovations.*

Problem statement. In the modern world, creative leadership is becoming a key factor in the success of organizations in various fields of activity. Creative leaders can generate innovative ideas, create a favourable environment for creativity and inspire teams to achieve

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ambitious goals. Traditional approaches to leadership, based on hierarchy and control, are ineffective in uncertain and rapidly changing environments.

Research in the field of leadership mainly focuses on the development of cognitive skills, strategic thinking and team management. However, more and more attention is paid to the development of emotional intelligence and creativity of leaders themselves. In particular, transformational leadership stimulates the creativity of subordinates by forming inspiration, intellectual stimulation and emotional support [40]. Some studies emphasize the positive impact of developing individual creativity on the ability of leaders to identify business opportunities, solve complex problems and promote the growth of enterprises [39]. Some works analyze the impact of creativity on the development of emotional intelligence and social skills, in particular the ability to interact empathetically, communicate effectively, and constructively resolve conflicts within organizations [47].

However, the scientific and business literature lacks comprehensive studies that would analyze the impact of different types of art (visual art, music, theater) on the formation of creative leadership and develop practical methods for implementing art in the development of leadership competencies [40].

The search for new, more effective methods for developing creative leadership and creativity in managers is extremely relevant. This is where the unique potential of art as a tool for developing leaders is revealed, acting deeper and more comprehensively than traditional approaches. In contrast, art affects the leader holistically, involving cognitive, emotional, and behavioral aspects through specific psychological and neurophysiological mechanisms: visual art [45], music, theater practices [46].

Analysis of latest research works and publications. The concept of creative leadership is gaining increasing popularity in modern literature on management and psychology. Creative leadership is considered as the ability of a leader to inspire and motivate a team to generate and implement innovative ideas, create conditions for the development of the creative potential of each team member and contribute to the formation of a culture of innovation in the organization [3, 23, 25].

Existing approaches to leadership development can be classified according to several criteria that reflect different aspects of leadership activity and the processes of its formation. For example, we propose highlight: Behavioural theories, Theories of traits, Situational theories, Transformational leadership, Cognitive approaches etc.

Since the beginning of the scientific study of creativity in the mid-twentieth century, numerous definitions have been proposed. Despite the lack of a single definition, creativity has become widely understood as the ability to produce original ideas that have a certain value or solve a certain problem [12; 15]. This view refutes the idea of creativity as exclusively about imagination or difference. True creativity includes three components: novelty, usefulness and implementation, closely linking it to the problem-solving process.

Since the mid-1950s, scholars and practitioners have developed models that systematically reflect the nature of the creative process, demonstrating how individuals and groups can use creative thinking to increase the likelihood of generating new and useful solutions to poorly structured problems. These models include creative problem solving (CPS) [18; 34], synectics [11], Theory of Inventive Problem Solving (TRIZ) [3], design thinking [29] and De Bono methods [5]. These models aim to make the creative process more conscious, repeatable and instructive, increasing the likelihood of creative breakthrough.

The modern understanding of creativity is consistent with self-actualization theories, according to which creativity is the means by which a person achieves his or her highest potential [15; 21]. To the traditional aspects of creativity (personality, process, environment

and product), a variable is added - creative leadership. The position on the role is confirmed by a study by the Boston Consulting Group [58], which showed that the success of a company's efforts depends on the quality of its leadership. A strong and committed leader creates an environment that supports and stimulates innovation, developing the company.

Statement of objectives. The purpose of the study is a comprehensive analysis of the potential of art as a tool for fostering creative leadership and formulating practical recommendations for activating the creative potential (creativity) of modern management personnel. The main objectives of the study are: 1) theoretical analysis of the content and key characteristics of creative leadership, research into approaches to interpreting its essence; 2) description of methods and tools for transforming leadership through the development of creativity and the introduction of innovative artistic practices; 4) development of a methodology for applying artistic practices to activate the creativity of managers and leaders.

Creative leadership is seen as a new leadership approach that intersects with transformational and transcendental approaches [53, 54], and also has similar features to global, situational, relational and authentic leadership. However, it introduces a unique approach and practical set of skills that are based on many years of research on creativity, creative problem solving and innovation, emphasizing the innate creative abilities of each person and the ability to lead, which, like creativity, can be developed [28].

Presentation of principal material of the research. Recently, more and more researchers have turned to the arts as a tool for developing leadership qualities. It is believed that the arts can help leaders develop creative thinking, emotional intelligence, communication skills and the ability to create vision [13; 19; 32; 51]. A global survey of 1,500+ CEOs finds that leaders' creativity and problem-solving skills are crucial for organizational and societal success. In this survey, creativity was identified as the most important leadership quality for the next five years [58].

Recent research increasingly confirms the key role of the arts in the development of creative leadership, emphasizing such aspects as the development of creative thinking, emotional intelligence, strategic vision, and communication skills [13; 19]. Participation in arts programs contributes to the formation of creative potential, the ability to generate innovative solutions, and the development of emotional and social competencies [9; 23]. In a turbulent business environment, creative leadership and the ability of leaders to stimulate creative thinking and implement innovations are considered a strategic necessity for organizations [23; 24]. Creative leadership integrates traditional management functions with active stimulation of innovation processes and requires the development of cognitive, metacognitive and affective skills [49]. In the 21st century, creativity becomes one of the basic competencies of an effective leader, and art is an effective tool for developing leadership qualities and managing change [32; 58].

Transforming leadership through creativity requires leaders to: develop their own creativity: continually improve their creative thinking and idea generation skills; create an enabling environment: create a culture that encourages experimentation, tolerates mistakes, and supports the exchange of ideas; and use creativity tools: use specific methods to stimulate creativity at the individual and group levels [41].

The arts, in their diversity of forms and manifestations, have significant potential to influence cognitive, emotional, and social aspects of the personality, which is critical for the development of effective creative leadership. Different types of art can influence specific leadership qualities through different psychological and neurophysiological mechanisms (Fig. 1).

Music	Theatre	Visual Arts
Cognitive improvement Development of emotional intelligence Stimulation of associative thinking	Developing empathy Improving communication skills Developing adaptability and spontaneity	Stimulating imagination and searching for new perspectives Developing analytical skills Developing creative thinking

Figure 1. The influence of different types of art on a person's leadership qualities

* Source: developed by authors

Although comprehensive studies of the influence of different types of art on the formation of creative leadership are still not widespread enough, there are some works that confirm the positive influence of art on the development of certain leadership qualities: cognitive abilities, such as attention, memory and spatial thinking; emotional intelligence; the ability to generate innovative ideas and find non-standard approaches to managing an organization [4; 23; 25].

Practical areas for using art in the activities of modern organizations are presented in Fig. 2. The integration of art into organizational culture has a significant positive impact on the development of creative leadership, contributing to the development of leadership qualities of employees; creating a creative atmosphere and team spirit; increasing the competitiveness and innovativeness of organizations.

To assess the effectiveness of the impact of art on the activities of a modern organization, ArtLine LLC was selected – a professional Ukrainian manufacturer of cosmetics, 125 different types of which are represented in 185 retail chains in Ukraine and abroad. ArtLine LLC is distinguished by its unique approach to stimulating creativity, which consists in the active integration of art into corporate culture.

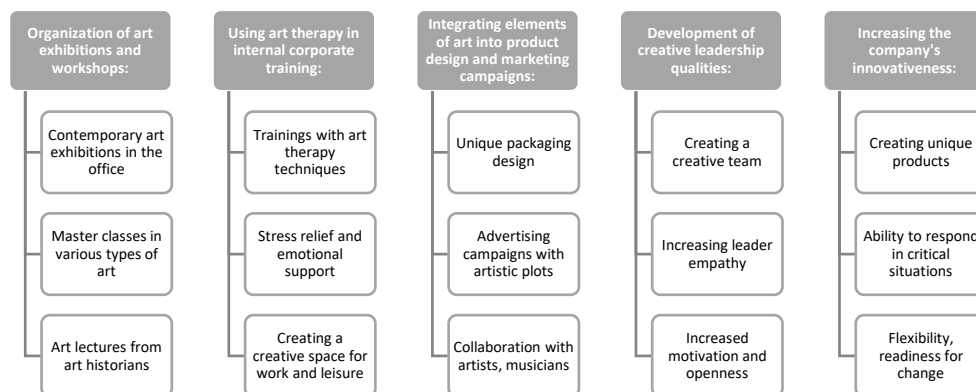


Figure 2. Directions for using art in the activities of organizations

* Source: developed by authors

A survey was conducted of 163 employees of the company regarding their level of satisfaction with the working environment and corporate culture, attitude towards artistic initiatives and their impact on the working atmosphere. The methodology was systematic structured observation during work meetings, project meetings and informal interactions in specially designated areas (e.g., recreation areas, coffee points).

Diagnostics and assessment of the impact of creativity on the business processes of ArtLine LLC was carried out using a set of methods and tools, which made it possible to obtain an objective picture of the current state and identify potential areas for development. This process included the following stages and approaches (Table 1).

Table 1

Methods for assessing the impact of creativity on business processes

Stage	Approaches
1. Assessment of individual and group levels of creativity	Psychometric tests, Self-assessment questionnaires, Nominal group method, Analysis of creative products
2. Analysis of enterprise innovation processes	Innovation process mapping, Innovation audit, Analysis of portfolio of innovation projects
3. Measuring the impact of creativity on business indicators	Correlation analysis, Analysis of specific cases of successful innovations, ROI assessment
4. Assessment of organizational culture from the perspective of supporting creativity	Organizational culture survey, Focus groups, Analysis of informal communications

* Source: compiled by authors

As part of the study, a systematic diagnosis of the creativity of managers and staff was carried out in the context of its impact on the business processes of ArtLine LLC. The diagnosis included a number of empirical, qualitative and quantitative methods for a comprehensive assessment of the creative potential of staff and the impact of artistic interventions on key indicators of the enterprise's performance.

The comprehensive analysis conducted showed a direct and positive impact of creative practices on the components of creative leadership, in particular on: strategic vision, emotional intelligence, team cohesion, adaptability to change, willingness to take risks and creative thinking.

The results of the conducted diagnostics and assessment of the impact of art on the company's activities became the basis for the development of a methodological support for activating employee creativity – the corporate training “ArtVision: Creative Leadership”, which is designed to increase the level of creative self-realization of managers and strengthen team cohesion, adaptability to change and the ability of managers to produce non-standard management solutions. The target audience of the training is heads of structural units, middle managers, leaders of cross-functional teams, as well as employees with high potential for growth in the company.

The training methodology is based on the systematic implementation of creative practices that activate key management competencies: creativity, emotional intelligence, strategic thinking and communication (Fig. 3).

The methodology is based on the principles of experiential learning, embodied cognition, and social-cognitive theory, considering art as a unique tool for stimulating cognitive, affective, and behavioral changes in leaders.



Figure 3. Training program

** Source: developed by authors*

The methodology is systemic and multimodal, involving the targeted use of various types of artistic practices integrated both into specialized training formats (trainings, workshops), and into everyday management processes and the company's corporate culture. It is aimed at overcoming the limitations of traditional approaches to leadership development, which often focus on rational-logical aspects, ignoring the importance of emotional intelligence, intuition, and the ability to think non-linearly (Figure 4).

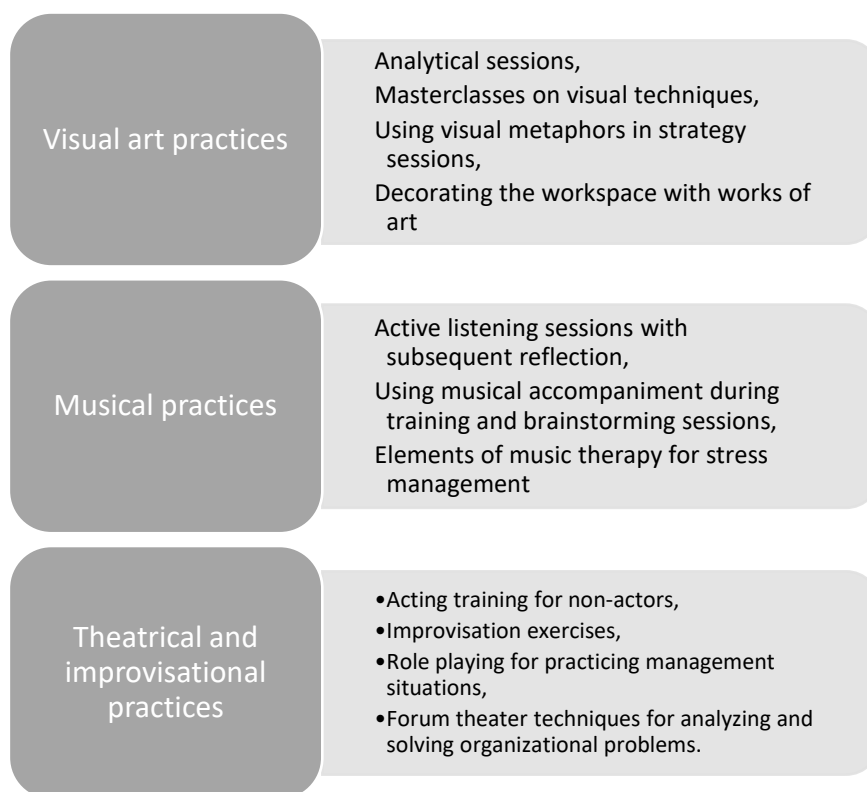


Figure 4. Key components and mechanisms of influence of the methodology

** Source: developed by the author*

Visual art practices are based on research into the impact of visual perception and creativity on cognitive processes. Analysis of works of art (painting, graphics, sculpture) requires activation of image recognition processes, pattern detection, systemic analysis and

interpretation of ambiguity. This directly trains the skills of strategic vision, critical thinking and tolerance for uncertainty, which were identified as important for ArtLine leaders. Creating your own visual artifacts (collages, mind maps, prototypes) activates divergent thinking, promotes visualization of ideas and the development of innovation. Implemented through: Analytical sessions ("reading" paintings as business cases), master classes on visual techniques, use of visual metaphors in strategic sessions, decoration of the workspace with works of art.

The methodology involves the synergistic integration of individual art practices. For example, a visual metaphor can become the basis for a theatrical etude, and background music can enhance emotional immersion during an art therapy session. An important principle is reflection - the constant understanding of the experience gained by participants and its transfer to real management tasks and challenges.

The systematic implementation of the developed methodology is aimed at developing an integrated set of competencies of a creative leader: cognitive (affect the improvement of divergent and convergent thinking, problem-solving skills, systemic analysis, strategic vision, flexibility of thinking), affective / emotional-personal (responsible for increasing the level of emotional intelligence, self-awareness, self-regulation, empathy, tolerance for uncertainty, self-confidence, internal motivation, willingness to take risks), behavioral / social-communicative (serve to develop the skills of active listening, effective communication, cooperation, giving and receiving feedback, constructive conflict resolution, inspiring influence on the team).

The structure and content of the training are presented in Fig. 5.

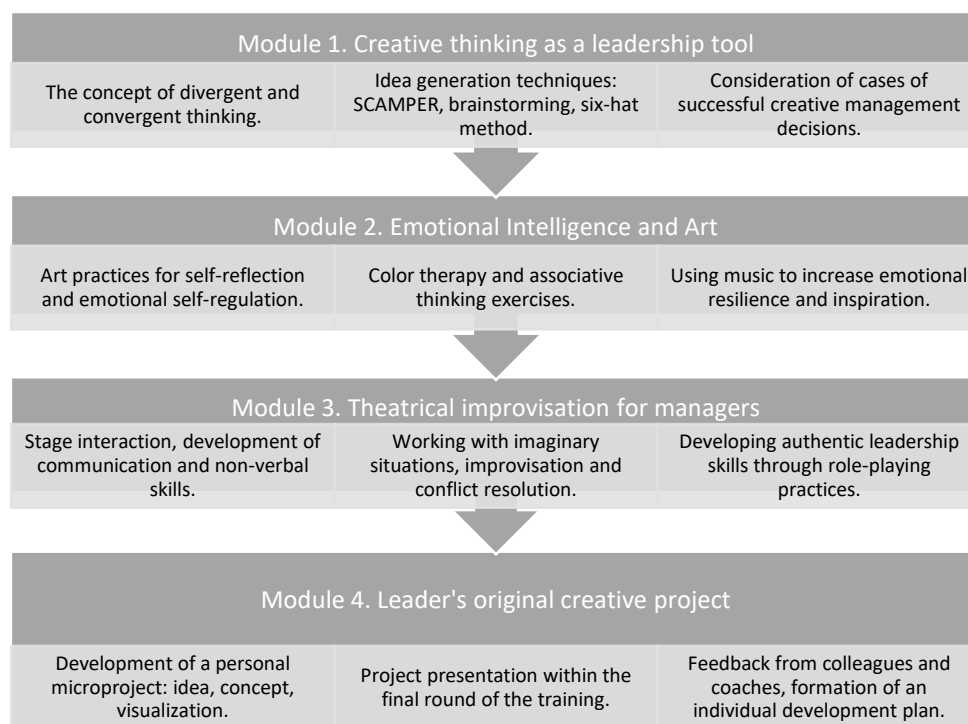


Figure 5. Training structure

* Source: developed by the author

Conduct formats:

- face-to-face sessions in the format of workshops;
- interactive online modules for independent study;
- group and individual tasks with an artistic component;
- creative breaks: musical, visual and theatrical inserts between blocks.

The main expected results of the training: an increase in managers' creativity indicators by at least 20%; the introduction of new creative solutions into business processes; increased staff involvement and team cohesion.

Conclusions and perspectives of further research work. The conducted research is devoted to the development of a methodology for activating managers' and leaders' creativity, during which:

1. The essence and key characteristics of creative leadership, which goes beyond traditional managerial functions, integrating the ability to generate innovative ideas, stimulate team creativity, create a favorable psychological environment and effectively manage change, are analyzed.

2. Existing methods of leadership development were studied. The unique potential of art as a tool for developing creative leadership was substantiated. Based on the analysis of research, the psychological and cognitive mechanisms of the influence of visual art, music and theatrical practices on the development of key leadership qualities were revealed: divergent thinking, tolerance for uncertainty, emotional intelligence, empathy, communication skills and adaptability.

3. The role of creativity was studied and its diagnostics were carried out using the example of ArtLine LLC. The strategic importance of creativity for the innovative development of the company was confirmed. The diagnostics carried out revealed both strengths and areas for the development of creative potential and emotional intelligence of management personnel.

4. An integrative methodology for the application of creative (artistic) practices for the systematic development of creative leadership by conducting the Art Vision training was developed. The methodology is based on the principles of experiential learning and multimodal use of visual, musical and theatrical techniques aimed at developing cognitive, affective and behavioral competencies of leaders.

The scientific novelty of the study lies in the systematic substantiation and development of methodological support for activating the creativity of managers based on the integration of artistic practices, which fills the existing gap between the theoretical recognition of the potential of art and its practical application in corporate leadership development.

The practical significance of the results obtained lies in the creation of a toolkit (training methodology) for companies interested in developing creative leadership. Successful implementation of the proposed approaches can contribute to increasing the innovative capacity of companies, improving the psychological climate, increasing staff involvement and strengthening competitive positions in the market.

Further research could be aimed at studying the long-term impact of the proposed methodology, its adaptation to different industries and organizational cultures, as well as at in-depth study of the neurophysiological correlates of the impact of art on leadership effectiveness.

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РОЗВИТОК КРЕАТИВНОСТІ СУЧАСНИХ ЛІДЕРІВ

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Анотація. У дослідженні здійснено комплексний аналіз потенціалу мистецтва як сучасного інструменту формування та розвитку креативного лідерства в умовах трансформації управлінської діяльності. Обґрунтовано практичні рекомендації щодо активізації творчого потенціалу управлінського персоналу та підвищення ефективності лідерської діяльності на основі інтеграції мистецьких практик у систему професійного розвитку менеджерів. Розкрито сутність, ключові характеристики та сучасні наукові підходи до трактування поняття креативного лідерства, визначено його місце у системі сучасного менеджменту та стратегічного розвитку організацій.

Проаналізовано методи, інструменти й механізми трансформації лідерських компетентностей шляхом використання творчості, інноваційного мислення та мистецьких практик. Обґрунтовано унікальний потенціал образотворчого, музичного, театрального та інших видів мистецтва як ефективних засобів розвитку креативності, емоційного інтелекту, комунікативних навичок, стратегічного мислення, здатності до адаптації та прийняття нестандартних управлінських рішень. Доведено, що творчість виступає стратегічним чинником забезпечення конкурентоспроможності організацій, розвитку інноваційної культури та формування ефективного лідерського середовища.

Комплексну діагностику впливу творчості на бізнес-процеси та розвиток креативного потенціалу управлінського персоналу проведено із застосуванням психометричних тестів, анкетування, рольових вправ із командної взаємодії, методів аналізу мистецьких творів, спостереження та порівняльного аналізу. Отримані результати підтверджують позитивний вплив художніх інтервенцій на розвиток індивідуальних і командних компетентностей, підвищення рівня мотивації, залученості персоналу, ефективності комунікацій, здатності до генерування інноваційних ідей та прийняття управлінських рішень в умовах невизначеності.

Розроблено інтегративну методику розвитку креативного лідерства, що ґрунтується на принципах емпіричного навчання, міждисциплінарного підходу та мульти-модального використання різних видів мистецтва. Запропонована методика забезпечує комплексний розвиток професійних, творчих та особистісних компетентностей керівників, сприяє формуванню культури відкритості до інновацій, розвитку командної взаємодії та підвищенню організаційної ефективності.

Наукова новизна дослідження полягає в обґрунтуванні та розробленні авторської методики активізації креативності управлінського персоналу на основі інтеграції мистецьких практик у систему розвитку лідерських компетентностей. Практичне значення одержаних результатів полягає у створенні готового до впровадження навчально-методичного інструментарію для розвитку креативного лідерства, який може бути використаний підприємствами різних галузей економіки, закладами вищої

освіти, бізнес-школами та консалтинговими організаціями. Реалізація запропонованого підходу сприятиме покращенню соціально-психологічного клімату в колективах, підвищенню рівня залученості працівників, стимулюванню інноваційної активності, зміцненню конкурентоспроможності організацій та забезпеченню їхнього сталого розвитку в умовах динамічних змін зовнішнього середовища.

Ключові слова: креативне лідерство, креативність, мистецькі практики, розвиток управлінського персоналу, творчий потенціал, управління змінами, управлінські інновації.

Стаття надійшла до редколегії 19.03.2026

Прийнята до друку 25.06.2026

Опублікована (оприлюднена) 30.06.2026