

Review Paper

The Role of Leadership in Stimulating Innovation and the Creative Potential of the Team

Margaryta Rayets^{1*}, Viacheslav Tkachuk², Myroslav Buryk³, Serhii Kubitskyi⁴ and Nafisa Kasimova⁵

¹Department of Ecology and Technologies of Environmental Protection, National Transport University, Kyiv, Ukraine

²Department of Finance and Digital Economy, Faculty of Business and Service, Zhytomyr Polytechnic State University, Zhytomyr, Ukraine

³Department of Public Administration Interregional Academy of Personnel Management, Kyiv, Ukraine

⁴Department of Management and Educational Technologies, Faculty of Humanitarian Pedagogical, National University of Life and Environmental Sciences of Ukraine, Kyiv, Ukraine

⁵Department of Translation Studies and Linguistic Didactics, Bukhara State University, Bukhara, Uzbekistan

*Corresponding author: mar.rayets@gmail.com (ORCID ID: 0000-0001-7826-3116)

Received: 15-05-2023

Revised: 26-08-2023

Accepted: 04-09-2023

ABSTRACT

The article investigates the significance of leadership concerning the team's innovation and creative potential. It provides an analysis of the essential elements of effective leadership in stimulating innovation and creative potential within a team. A comprehensive depiction of the contemporary perception of a leader's role in teamwork is presented. Additionally, the model for team development and its various stages are described, alongside the manager's creative approach in addressing intricate challenges associated with team development. Moreover, the discussion processes corresponding to each stage are identified. The research aims to elucidate the role of leadership in stimulating the innovation and creative potential of a team. The research employed various methods, including description, analysis and synthesis, comparison, and generalization, to facilitate the study's objectives. The study explores the perception of the leader's role and position within a team. It investigates an approach in which the leader's primary responsibility lies in preventing the team from encountering crises. The contemporary comprehension of the leader's role in a team is established. Leadership is delineated as a collection of leader traits, and different types of leaders are characterized. Furthermore, the study determines the group's perception of the leader. The concepts of leader and leadership are carefully analyzed, providing a comprehensive understanding of their implications. The components essential to effective leadership in fostering innovation and unleashing the creative potential of a team are described. These components encompass various attributes such as creativity, innovation, motivation, emotionality, business acumen, and goal orientation. The article provides an analysis of the Team Development Model, examining its principal stages and elucidating the nature of leader-team discussions at each stage. Furthermore, potential justifications for employing a creative approach to address the prevailing issues are identified. The interactions between the leader and the team are thoroughly explored, focusing on their dynamics and characteristics at each stage of the model.

HIGHLIGHTS

- The article investigates the significance of leadership concerning the team's innovation and creative potential.
- It provides an analysis of the essential elements of effective leadership in stimulating innovation and creative potential within a team.

Keywords: Group, innovativeness, team, components, leader, leadership, role, creative approach

How to cite this article: Rayets, M., Tkachuk, V., Buryk, M., Kubitskyi, S. and Kasimova, N. (2023). The Role of Leadership in Stimulating Innovation and the Creative Potential of the Team. *Econ. Aff.*, **68**(03): 1601-1610.

Source of Support: None; **Conflict of Interest:** None



In contemporary times, the topic of leadership has garnered significant attention due to its evolving nature. In addition to being organizers and coordinators responsible for executing managerial functions, leaders now assume roles as innovators, motivators, and individuals capable of future foresight. They are entrusted with the responsibility of serving as the ideological inspiration for the group, consistently driving team development and undertaking necessary actions to propel projects to the market and achieve greater heights. Consequently, it is pertinent to investigate the role of leadership in stimulating innovation and fostering team creativity.

LITERATURE REVIEW

The role of stimulating innovation and the creative potential of teams has been addressed by several notable researchers, including A. Bandura (2019), O. Bondarchuk (2015), and Yu. Grynchuk (2018), A. Mudryk (2014), V. Reikin (2022), and L. Khomych (2020). Their contributions have shed light on various leadership concepts and key aspects of leader-team interactions. It is worth noting that a majority of these works predominantly focus on portraying a leader as an effective manager involved in economic and business endeavors.

As stated by researcher L. Khomych (2020), leadership entails the project manager's responsibility to mitigate potential risks that may jeopardize the continuity of a specific idea. Moreover, by avoiding crises, the team can progress and select the most favorable course of action. Khomych highlights the importance of the leader's focus on motivating team members to sustain their engagement. Various factors contribute to low motivation, including challenging working conditions, inadequate salaries or lack of compensation, overwhelming tasks and responsibilities, and a dearth of opportunities for self-development. These circumstances result in team members being less inclined to actively participate. Consequently, the leader must inspire and motivate the team to be proactive and, based on the individual motives of its members, foster effective collaboration, as discussed in her article titled "The Role of the Leader in Reducing Risks in Enterprise Innovation Development" (Khomych, 2020, p. 219).

According to the findings of researcher O. Bondarchuk (2015), the role of leadership encompasses the imperative to cultivate human potential and foster the formation of an effective team. When engaging with a group, the leader must foster shared values, cultivate mutual respect among team members, foster an atmosphere of trust, and lead by personal example. Additionally, Bondarchuk asserts that authentic leadership involves the creation of a creative space wherein each team member is granted the freedom to express themselves and exhibit their expertise. This creative environment facilitates the development of innovative thinking and the generation of novel approaches to organizational activities (Bondarchuk, 2015, p. 29).

According to the research conducted by Y. Hrynychuk (2018), a leader's role in team interactions is significantly influenced by their temperament, which serves as the foundation for their management style. In the book "Leadership and Team Creation," Hrynychuk highlights that leaders who foster innovation and cultivate the team's creative approach often exhibit an ambivalent temperament (Hrynychuk, 2018, p. 23). These leaders consistently strive for exceptional outcomes and hold their team members to the same high standards. They frequently set challenging tasks, establish numerous goals, adopt unconventional implementation methods, and set tight deadlines. Nonetheless, such leaders possess the ability to motivate and stimulate their teams, recognizing that only motivated team members can achieve remarkable results.

A team of authors led by Akimov, O. studied the international experience of management in the field of national security (Akimov, O., Troschinsky, V., Karpa, M., Ventsel, V., & Akimova, L., 2020), other authors considered innovative approaches in the development of human potential in management (Semenets-Orlova, I., Shevchuk, R., Plish, B., Grydiushko, I., & Maistrenko, K., 2022). In the educational sphere of management, the peculiarities of creative burnout of pedagogical workers were singled out (Kryshchanovych, M., Akimova, L., Akimov, O., Parkhomenko-Kutsevil, O., & Omarov, A., 2022), the peculiarities of management in conditions of distance learning (Semenets -Orlova, I., Klochko, A., Tereshchuk, O., Denisova, L., Nestor, V., & Sadovyi, S., 2022), and outlining the

features of the human-centered approach in the development of value-oriented management in education (Semenets -Orlova, I., Shevchuk, R., Plish, B., Moshnin, A., Chmyr, Y., & Poliuliakh, R., 2022). Another Ukrainian group of authors conducted the adjustment of human resources skills in the service sector taking into account destructive indicators in the work environment (Zayed, N.M., Edeh, F.O., Darwish, S., Islam, K. M. A., Kryshchal, H., Nitsenko, V., & Stanislavyk, O., 2022), and substantiation of the theoretical and methodological foundations of the modern paradigm in the field of tourist services (Bayev, V.V., Bakhov, I.S., Mirzodaieva, T.V., Rozmetova, O., & Boretskaya, N., 2022).

Nevertheless, despite the presence of prior research, there remains a significant gap in understanding how leaders effectively stimulate team innovation and creativity. Consequently, the majority of existing works primarily focus on the fundamental aspects of leadership and the traits associated with leaders, while indirectly addressing their interaction with the team. As a result, this area necessitates further comprehensive investigation to enhance our understanding.

This study aims to ascertain the role of leadership in stimulating team innovation and fostering their creative potential.

The study encompasses several *objectives* aligned with this aim, including:

- ♦ exploring contemporary approaches to leadership and team leaders;
- ♦ identifying the key components of effective leadership in terms of stimulating innovation and creative potential within teams;
- ♦ developing a comprehensive Team Development Model.

The study employed a range of *research methods* including description, analysis and synthesis, comparison, and generalization. The descriptive method was utilized to characterize the concept of leadership and the leader's role within the team. The method of analysis and synthesis was employed to identify and elucidate the key components of effective leadership in stimulating team innovation and creative potential. Additionally, the method of comparison was utilized to compare various existing approaches within the leadership theory domain. Finally, the method of generalization was applied

to consolidate and summarize the overall findings and draw overarching conclusions.

RESULTS

The issue of leadership has garnered significant attention in light of the escalating expectations placed upon leaders. In today's context, a modern leader must exhibit qualities such as proactivity, creativity, decisiveness, and a willingness to embrace experimentation. It is only through continuous forward momentum and the drive to enhance team performance that a leader can achieve sustained success and progress within their respective market or domain. Furthermore, in the current dynamic environment, leaders are expected to possess the foresight to anticipate future developments. This necessitates substantial domain-specific expertise and the ability to leverage acquired knowledge for the betterment of the team (Halle, 2017, p. 3).

During the investigation into the role of leadership in stimulating team innovation and creative potential, it was observed that many researchers, including L. Khomych, maintain the perspective that the primary objective of leadership revolves around mitigating risks for organizations or teams to prevent challenging circumstances or financial losses (Khomych, 2020, p. 220). In such scenarios, leadership assumes utmost significance, particularly when teams operate in innovative domains, unexplored markets, or the field of information technology. Engagements within these realms inherently entail significant risks, owing to the dynamic nature of market players and the necessity for prompt responses and adaptability to emerging changes. The associated risks further stem from the need for investments in inherently unstable elements or those heavily contingent upon specific factors. In these circumstances, leaders face potential challenges such as loss of profitability, reputational deterioration, and potential conflicts with the team (Klochko, 2020, p. 83).

Therefore, when confronted with a volatile context, leaders must consider various approaches. They may engage in discussions with the team to explore potential crisis mitigation strategies, opt to discontinue innovation activities altogether or delegate responsibilities to other team members to ensure swift responses to challenging situations. In

this regard, it has been observed that many leaders tend to lean towards the decision of discontinuing innovation activities. By doing so, they aim to conserve company resources while redirecting the team's efforts towards alternative endeavors that, although yielding lower returns, offer stability. Nonetheless, it is important to note that such a managerial choice entails forfeiting potential profits and diminishing the institution's competitiveness, as competitors who embrace innovative approaches and achieve positive outcomes gradually capture larger market shares (Hrynychuk, 2018, p. 6).

A leader adopting this approach can present the team with specific innovations that need to be implemented in a manner that minimally impacts the overall performance of the organization. In such instances, the institution introduces minor enhancements that do not facilitate entry into new markets or significantly improve its position, but instead contribute to a modest increase in profits. By pursuing this strategy, the company avoids risking its financial resources and maintains its regular operations (Bandura, 2019, p. 23).

Simultaneously, within such leadership dynamics, the team may find itself unable to fully unleash its creative potential. While team members may generate innovative and novel ideas, their ability to bring about transformative changes within the institution remains constrained. Consequently, even proactive professionals may face limitations in their personal and professional growth. As a result, team members tend to view the leader primarily as a project manager, rather than an authoritative figure (Bondarchuk, 2015, p. 29).

Another aspect to consider is the market prospects of enterprises whose managers adopt a proactive leadership strategy. These leaders effectively leverage the advantages of "information asymmetry" to promptly identify and capitalize on new knowledge, leading to the successful implementation of innovation development projects (Bondarchuk, 2015, p. 11).

In the context of innovative development projects, ensuring the effectiveness of organizational interaction becomes highly significant in minimizing mistakes made by project participants during implementation. This responsibility falls upon leaders, who must establish effective motivational

mechanisms. Introducing new processes, launching novel products, or entering new markets always entails a distinct set of factors that influence the introduction of innovative elements, either positively or negatively. As such, it becomes crucial to address these factors adequately (Koziol-Nadolna, 2020, p. 5). The theory of leadership encompasses several fundamental principles that provide insights into how leaders can foster effective organizational interaction (Bondarchuk, 2017, p. 21).

After conducting a thorough analysis of the contemporary comprehension of leadership and its significance in fostering team innovation and creative potential, it is recommended to put forth the subsequent constituents of effective leadership: creative, innovative, motivational, emotional, business, and goal-oriented. These components are visually depicted in Fig. 1, illustrating the elements of effective leadership in stimulating team innovation and creative potential.

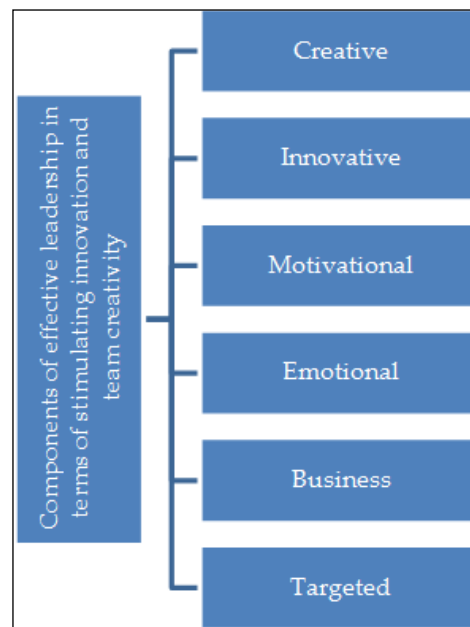


Fig. 1: Components of effective leadership in terms of stimulating innovation and team creativity

The initial component is the creative aspect. Its essence revolves around the leader's ability to approach tasks with creativity, specifically in formulating assignments for the team. The creative element is primarily demonstrated when the leader endeavors to communicate to the team that a particular task can be resolved through unconventional and innovative means. By doing so, not only can the time required for completing

the task be minimized, but it also fosters the professional development of individuals within their respective fields. Thus, even the presentation of the task itself should be meticulously crafted creatively.

As an illustration, a leader may facilitate the team's examination of the initial data by employing computer and projection equipment before commencing the task. This approach enables a larger number of employees to simultaneously familiarize themselves with the given task, thereby expediting the onset of discussions surrounding the problem. Furthermore, the leader may propose presenting solutions to the problem utilizing innovative technologies and in a creatively appealing manner. Encouraging employees to embrace unconventional approaches not only facilitates the generation of novel products but also enhances the team's ability to accurately fulfill customer requirements.

The utilization of the creative component also allows group collaboration. By encouraging the team to approach the task creatively, the leader effectively enables team members to self-organize into distinct groups or sub-teams, each dedicated to addressing a specific aspect. In this context, effective leadership involves appropriately assigning tasks and forming suitable groups. Such a leader fosters a positive attitude among employees, as they are granted creative freedom and the autonomy to make choices (Mudryk, 2014, p. 12).

The innovative component entails the implementation of non-traditional approaches to attain the desired outcome. When a leader recognizes that an organization or project is employing methods that hinder the achievement of its goals, it becomes imperative for them to identify alternative means of operation that would enable the desired result. In this context, effective teamwork necessitates a clear understanding of the leader's thought process, and the team should actively support the leader in achieving the intended outcome.

For instance, when a company is confronted with the challenge of entering a new market, the leader assumes the responsibility of formulating the primary strategy for action. The team, motivated by the leader's guidance, engages in strategic thinking to devise the necessary tactics and outline the fundamental stages required to achieve the desired objective. It is important to emphasize that effective

leadership does not entail making unilateral decisions regarding the subsequent action plan. Instead, it necessitates a collaborative approach that involves engaging in discussions with the team to ensure coordinated decision-making processes. A truly effective leader is capable of considering diverse perspectives, even those that may contradict their viewpoints.

Simultaneously, the leader must effectively communicate the significance of adopting innovative approaches to the team in a clear and accessible manner. It is the leader's responsibility to shape specific opinions and viewpoints within the team, supported by empirical evidence, calculations, and insights gained from partners or competitors. Leadership entails presenting facts, statistics, and practical opportunities coherently. Therefore, the leader must strive to convince the team of the necessity and importance of innovation, highlighting its potential to enhance the financial standing of the enterprise, ultimately resulting in increased salary levels for the team members.

Simultaneously, innovations facilitate the precise communication of tasks to the team. This encompasses the utilization of cutting-edge technologies as well as demonstrations showcasing state-of-the-art equipment in action. Furthermore, the application of novel approaches in working with staff and team members proves equally effective. Particularly, the integration of innovation aids in cultivating the image of a contemporary leader (Luttikhuis, 2014, p. 21).

The motivational component serves as a powerful catalyst for enhancing team performance. Leadership in this context is primarily demonstrated through the project manager or the individual responsible for organizing the functioning of a specific group. By motivating team members to take action, they instill a sense of confidence that the outcome will align with expectations. In particular, if the team completes all planned tasks but falls short of the desired outcome, the leader bears responsibility as their motivation influenced the team to invest their time, resources, and energy without achieving the desired return. Conversely, if the outcome meets expectations, the leader garners authority and respect from team members, as the group's success can be attributed to their effective stimulation (Mucha, 2020, p. 13).

It is important to highlight that leadership does not solely rely on traditional incentives for motivation. Encouraging a team to perform effectively based on conventional concepts like popularity, substantial profits, or market expansion may not enable the team to fully unleash its potential. A leader must possess knowledge of individual aspirations within the team and strive to motivate all participants to take proactive actions while considering the collective interests of the group (Reikin, 2022, p. 7).

For instance, in a project aimed at promoting Ukrainian culture, the leader must identify the diverse aspirations within the group. One participant may seek increased sales of their music products. On the other hand, another may seek recognition as an ethnographer. The goal of the third leader might be to enhance their skills, and yet someone else hopes for an opportunity to attend a scientific conference abroad. By understanding the motivations of each team member, the leader should motivate all participants not only to contribute towards their own goals but also to support their colleagues in achieving their desired outcomes. A true leader recognizes the significance of each individual's aspirations within the group and strives to actualize their dreams and intentions, regardless of the realism or perceived value of the desired results.

Nonetheless, the motivational component is closely tied to task clarity. The leader refrains from making immediate promises regarding the realization of a team member's aspirations. Instead, they emphasize that the fulfillment of these motives necessitates time and resources, which can only be obtained through effective work. Consequently, the leader informs team members that by completing their assigned tasks promptly, they will receive partial progress toward their desired outcomes. However, to fully achieve their aspirations, they must accomplish the entire workload they have undertaken (Sánchez-Cardona, 2018, p. 13).

In general, an increasing number of leaders are utilizing non-material incentives. This shift is influenced by the availability and low cost of material incentives, making them more easily attainable for team members. In contrast, intangible incentives highlight what cannot be acquired even with a substantial amount of money. These may include knowledge, experience, and participation

in exclusive events. Frequently, leaders motivate their teams through professional advancement, enabling individuals to expand their sphere of influence and enhance their social status. Such intangible motivations primarily foster self-confidence and self-worth. When team members perceive themselves as unique, their intrinsic drive to work and improve performance increases significantly, often eliminating the need for external motivation from the leader.

Motivation exerted by the leader plays a substantial role in fostering the team's inclination toward innovation. When provided with adequate incentives and support, the group becomes willing to undertake bold and risky endeavors that can lead to success. Motivation frequently targets the cultivation of the team's creative thinking, as the leader deliberately establishes high expectations and offers significant incentives to elicit a quality outcome through novel approaches. This approach often results in the creation of new products and positions the team as one that fearlessly confronts crises and adverse circumstances. However, if the motivation is feeble or the demands are entirely unrealistic, the work may remain incomplete or fail to materialize (Ngaithe, 2016, p. 8).

The emotional component of leadership is characterized by the leader's astute perception of the team's mood and its responses to various situations. The leader discerns the desires, preferences, desired changes, and areas of dissatisfaction within the group. These emotional insights prompt the leader to engage in open dialogue with the team and discuss the current situation candidly. The leader should demonstrate empathy by acknowledging and sharing the emotions and concerns of the participants, while also being prepared to take decisive action. By understanding the prevailing atmosphere within the group, the leader can propose unconventional solutions to address the problem at hand. This approach helps alleviate tension within the team and fosters creative thinking, as moments of respite can serve as a source of new ideas. For instance, if the team is disheartened by a defeat, the leader may suggest a group outing to the cinema. This diversion not only provides a temporary distraction but also presents an opportunity to watch a film that relates to the team's activities, stimulating the creative

development and implementation of ideas derived from it.

However, it is important to note that the emotional component of leadership does not imply that the leader should fully adopt the team's mood in all circumstances. There are instances where the leader must maintain a resolute, firm, and unwavering stance. While this may sometimes be perceived as cynicism, the leader's primary concern is the team's viability. If the leader were to succumb to panic or display uncertainty, it would hinder the team's ability to function effectively. Therefore, the leader's emotions should often be tempered and only partially expressed, allowing for a balanced approach to leadership (Hryshchenko, 2018, p. 280).

The business component of leadership is characterized by the leader's comprehensive understanding of the field of activity and the business environment. The leader must possess thorough information to effectively oversee the team's activities and ensure the efficient functioning of the group. With a complete knowledge base, the leader can provide accurate guidance and steer the team in the desired direction. Proficiency in the business component greatly influences the leader's perception as an authority figure.

The business component of leadership significantly influences the team's innovation and creativity. When team members perceive the leader as knowledgeable about the business environment and capable of predicting market developments, it enhances their motivation to perform effectively. This confidence in the leader's expertise encourages team members to approach problem-solving in unconventional and creative ways, leveraging their competitive advantage. In terms of innovation, team members who recognize the need to explore new directions and employ cutting-edge technologies are more likely to work efficiently, as they trust that the leader is well-informed about the associated risks and opportunities (Dunska, 2022, p. 8).

The business component of leadership encompasses the adherence to business principles. A leader demonstrates proficiency in collaborating with partners and competitors, resolving complex issues, and strategically planning future activities. Their adept problem-solving skills enable them to tackle challenges swiftly and accurately. The leader's

flexibility and adaptability serve as exemplary models for the team, allowing group members to acquire new knowledge and absorb the leader's experience. Consequently, team members develop the capability to independently address professional matters and explore alternative approaches to solve atypical problems (Kalashnikova, 2015, p. 24).

The final component that influences innovation and creativity in the leader-team interaction is the goal component. The leader must effectively communicate the tasks and objectives of their activities to the team, clearly articulating the desired outcomes. The team must have a clear understanding of the overarching goal to be accomplished, and therefore, the leader should break it down into sub-goals. Additionally, the leader should establish explicit deadlines for achieving each sub-goal, specify the desired results at each stage, and proactively identify potential challenges and strengths. Ensuring the team comprehends the leader's intentions and the planned approach to achieve the goal is essential. Even if the leader provides detailed explanations, if the team members do not grasp the leader's perspective, their understanding will be limited (Memarpour, 2019, p. 6).

The targeted component is achieved through thorough deliberation of potential strategies, formats, methodologies, channels, and means to attain the desired outcomes. In this context, the leader can highlight the extensive array of social media platforms, particularly Instagram and Facebook, which serve as prevalent vehicles for project implementation. The prominence of these platforms stems from their vast user base, effective post-promotion and distribution mechanisms, the capacity for targeted advertising, direct engagement with the intended audience, and the potential for interactive approaches to address specific issues. Such emphasis fosters both the team's creativity and innovation. Notably, team members can discern appropriate forms of information presentation, devise product or service designs, and explore avenues for disseminating information to the target audience (Zimyvets, 2020, p. 27).

To foster the team's innovative approach and creativity, the leader may initiate a discussion on the Team Development Model. This model is illustrated as follows.

The leader’s role in this process extends beyond guiding the team toward the adoption of new and unconventional approaches; it also involves providing support, offering ideas, and assessing the potential effectiveness of each endeavor. The primary task of the leader is to encourage the group to employ innovative methods, and as such, they should not impede the participants’ inclination to creatively address the given task (Hryshchenko, 2015, p. 117).

It is crucial to emphasize that innovation lies in the utilization of unconventional methods for promoting a specific project. Social media platforms, for instance, enable engagement with bloggers, experts, and individuals from diverse domains, thereby expanding the pool of potential customers. Additionally, leveraging merchandise featuring project-related symbols (merch) has emerged as a popular means of disseminating information.

During the Awareness stage, the leader can engage in discussions with the team members to explore their motivations for participating in the project. This provides valuable insights into their aspirations, sources of motivation, and desired outcomes. To foster creativity within the team, a graphical representation can be employed to visually depict the reasons behind team members’ involvement, utilizing recognizable symbols as a means of communication (Kozhushko, 2022, p. 42).

The Understanding stage entails discussing the unique contributions of each team member toward the team’s development. It is often observed that individuals within a group may undertake tasks or responsibilities that do not align with their designated roles and functions. Additionally, some individuals may not hold a sense of respect towards the leader or view them as authoritative figures. To address these dynamics, the leader may propose temporary position or function exchanges among participants. This exercise facilitates the observation of team dynamics and assists in identifying the optimal composition of the team, potentially leading to adjustments in the organizational structure (Nestulya, 2018, p. 24).

The Detection stage encompasses identifying any presence of competition and rivalry among group members, which can influence the team’s inclination for active collaboration and the ability of its members to work together towards common objectives. During this stage, the leader has several

options to address such dynamics. They may choose to temporarily remove one of the group members from the team or, conversely, foster increased interaction between individuals in competition. Alternatively, the leader can propose a problem-solving activity based on creative approaches, redirecting the participants’ focus toward their work rather than conflict resolution (Romanovsky, 2017, p. 12).

The Solution stage entails engaging the team in a comprehensive exploration of approaches to address the assigned tasks. During this stage, the leader must encourage the utilization of innovative and creative methods, as they offer substantial competitive advantages. Therefore, the leader’s role extends beyond merely introducing unconventional ideas; they should also facilitate the participants’ understanding of the practical application and integration of such ideas into the team’s workflow for future utilization (Taraniuk, 2020, p. 15). At this stage, the leader garners significant authority and recognition among the group members. In recent years, the innovation index has improved in Ukraine, which can be seen in the Fig. 2.

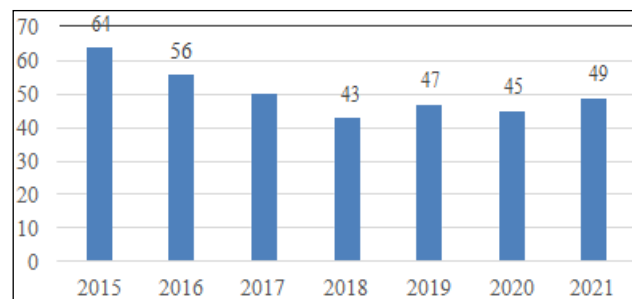


Fig. 2: Global innovation Index Ukraine, 2011-2019 year

DISCUSSION

In the current stage of research, significant emphasis is placed on the leadership’s role in managing and navigating through crises. Leaders are primarily recognized for their capacity to demonstrate adaptable management styles and effectively identify solutions during challenging situations. Notably, researcher L. Khomych highlights the potential of effective leadership in crisis resolution. However, a leader’s primary focus should not solely revolve around risk mitigation for the team, but rather on fostering a work environment that proactively minimizes the emergence of such risks.

Another pressing concern is the prevailing focus on leadership within the context of economic and business realms. Consequently, leaders are predominantly perceived by the target audience as executives or heads of enterprises, thereby associating their responsibilities primarily with the profitability of the organization. However, the aspect of leadership as team management is often approached indirectly and receives less prominence in discussions and research.

CONCLUSION

The present study explores the significance of leadership in fostering the team's innovative approach and creative potential. The author investigates key dimensions of leadership, wherein the leader assumes the role of an authoritative figure who serves as a model for the team. Consequently, the leader motivates the team to take decisive actions and encourages the adoption of non-conventional approaches to work.

This paper aims to explore contemporary perspectives on leadership and team management. In the current stage of leadership theory development, a leader is primarily perceived as a project manager responsible for establishing a flexible work system. The emphasis is placed on the leader's role in risk reduction for the team, whereby effective management is crucial to prevent crises. However, insufficient attention has been given to the leader's interaction with the team.

For instance, recent research suggests that leadership is predominantly portrayed as the project manager's capacity to exhibit behaviors that are effective and applicable to team members. This entails the ability to instruct the group through example and encourage them to perform their tasks proficiently. Moreover, self-learning is considered a significant aspect, where the leader fosters a culture of independent learning within the team, rather than solely providing explicit knowledge.

It has been observed that the current perception of a leader primarily revolves around their role in economic and business contexts, specifically as a manager responsible for the success of a profitable organization. Surprisingly, scant attention has been given to the leader's role within a specific team, irrespective of their official managerial position. It is worth noting that leadership entails a distinct form

of authority that is not necessarily tied to a formal managerial title.

The present article aims to delineate the constituent elements of effective leadership concerning fostering team innovation and unleashing creative potential. A comprehensive framework for comprehending leadership in the context of stimulating innovation and creativity has been established, wherein key components of effective leadership encompass creative, innovative, motivational, emotional, business, and target-oriented aspects. The significance of each component lies in its ability to facilitate the team's proficient execution of creative ideas for project advancement and facilitate progress in uncharted avenues.

A Team Development Model has been formulated to highlight the significance of communication between the leader and the team, delineating the key aspects to be addressed at each stage. This model elucidates the utilization of unconventional approaches in team communication and elucidates their impact on group creativity and innovation. By incorporating this model, leaders can effectively navigate the team development process, fostering an environment conducive to enhanced creativity and innovation.

REFERENCES

- Akimov, O., Troschinsky, V., Karpa, M., Ventsel, V., and Akimova, L. 2020. International experience of public administration in the area of national security. *J. Legal, Ethical and Regulatory Issues*, 23(3): 1-7.
- Bandura, A. 2019. Leadership and self-realization of the individual. *Uzhhorod* 230 p. [Bandura, A. (2019). *Liderstvo ta samorealizatsiia osobystosti*. Uzhhorod. 230 s.]. (in Ukrainian).
- Bayev, V.V., Bakhov, I.S., Mirzodaieva, T.V., Rozmetova, O., and Boretskaya, N. 2022. Theoretical and methodological fundamentals of the modern paradigm of quality management in the field of tourism. *J. Environ. Manag. Tourism*, 13(2): 338-345.
- Bondarchuk, O. 2015. Leadership. *Ivano-Frankivsk*. 296 p. [Bondarchuk, O. (2015). *Liderstvo*. Ivano-Frankivsk. 296 s.]. (in Ukrainian).
- Bondarchuk, O. 2015. Team management: 5 leader tasks and tools. *Kyiv*. 116 p. [Bondarchuk, O. (2015). *Upravlinnya komandoyu: 5 zavdan' i instrumentiv lidera*. Kyiv. 116 s.]. (in Ukrainian).
- Bondarchuk, O. 2017. Leadership in the activity of the head of an educational organization. *Kyiv*. 36 p. [Bondarchuk, O. (2017). *Liderstvo u diyal'nosti kerivnyka osvity orhanizatsiyi*. Kyiv. 36 s.]. (in Ukrainian).

- Dunska, A. 2022. Transformational leadership in international business: lecture notes. Kyiv. 84 p. [Dunska, A. (2022). Transformatsiyne liderstvo v mizhnarodnomu biznesi: konspekt lektsiy. Kyiv. 84 s.]. (in Ukrainian).
- Grynychuk, Yu. 2018. Leadership and team building. White Church. 65 p. [Grynychuk, Yu. (2018). Liderstvo ta komando tvorennia. Bila Tserkva. 65 s.]. (in Ukrainian).
- Halle, Y. 2017. Influence of leader and follower behavior on employee voice, team task responsibility, and team effectiveness [Вплив поведінки лідера та послідовника на цінність співробітників, відповідальність команди за завдання та ефективність команди]. *University of Twente*, 3: 2-31.
- Hryshchenko, I. 2014. Vprovadzhennia liderstva v systemu mistsevoho samovryaduvannia Ukrayiny. [Implementation of leadership in the system of local self-government of Ukraine]. *Scientific Bulletin of AMU*, issue 2, p. 275-285. (in Ukrainian).
- Hryshchenko, I. 2015. Liderstvo yak fenomen upravlinnia hrupoyu [Leadership as a group management phenomenon]. *Investments: practice and experience*, vol. 10, p. 116-119. (in Ukrainian).
- Kalashnikova, S. 2015. Sutnist' liderstva yak vyshchoho evolyutsiynoho rivnya upravlinnia [The essence of leadership as the highest evolutionary level of management]. *Science and Education*, 4: 23-35. (in Ukrainian).
- Khomych, L. 2020. Rol' lidera u zmenshenni ryzykiv innovatsiynoho rozvytku pidpryyemstva [The role of the leader in reducing the risks of innovative development of the enterprise]. *Innovative development and security of enterprises in the conditions of a neo-industrial society*, issue 1, p. 219-221. (in Ukrainian).
- Klochko, A. 2020. Liderstvo yak innovatsiynyy styl' upravlinnia menedzhera osvith'oyi orhanizatsiyi [Leadership as an innovative management style of the manager of an educational organization]. *Academic notes of TNU named after V.I. Vernadskyi*, 3: 81-87. (in Ukrainian).
- Kozhushko, L. 2022. Methodological guidelines for independent study and conducting practical classes in the academic discipline "Leadership and team management". Rivne. 52 p. [Kozhushko, L. (2022). Metodychni vkazivky dlya samostiynoho vyvchennia ta provedennia praktychnykh zanyat' z navchal'noyi dystsypliny "Liderstvo ta upravlinnia komandoyu". Rivne. 52 s.]. (in Ukrainian).
- Kozioł-Nadolna, K. 2020. The Role of a Leader in Stimulating Innovation in an Organization. *Administrative Sciences*, 10: 2-20.
- Kryshtanovych, M., Akimova, L., Akimov, O., Parkhomenko-Kutsevil, O. and Omarov, A. 2022. Features of creative burnout among educational workers in public administration system. *Creativity Studies*, 15(1): 116-129.
- Luttikhuis, M. 2014. Influence of leadership behaviors and attitudes on innovativeness' of employees. *Tween*. P. 91.
- Memarpour, A. 2019. The influence of leadership on innovation in technological industries. *Karlskrona*. p. 68.
- Mucha, R. 2020. Osoblyvosti motyvatsiyi roboty u komandi [Peculiarities of team work motivation]. *Economics and Enterprise Management*, 3: 11-21. (in Ukrainian).
- Mudryk, A. 2014. Development of leadership qualities. Lutsk, 120 p. (in Ukrainian). [Mudryk, A. (2014). Rozvytok liders'kykh yakostey. Luts'k, 120 s.]. (in Ukrainian).
- Nestulya, O. 2018. Fundamentals of leadership: an electronic manual for independent work of students. Poltava 241 p. [Nestulya, O. (2018). Osnovy liderstva: elektronnyy posibnyk dlya samostiynoyi roboty studentiv. Poltava. 241 s.]. (in Ukrainian).
- Ngaithe, L. 2016. Effect of Idealized Influence and Inspirational Motivation on Staff Performance in State Owned Enterprises in Kenya [Ефект ідеалізованого впливу та надихаючої мотивації на продуктивність персоналу державних підприємств у Кенії]. *Eu. J. Business and Manage.*, 8: 6-13.
- Raikin, V. 2022. Motivation and leadership. Lutsk. 89 p. [Raikin, V. (2022). Stymulyuvannia ta liderstvo. Luts'k. 89 s.]. (in Ukrainian).
- Romanovsky, O. 2017. Theory and practice of leader formation: a study guide. Kharkiv. 100 p. [Romanovsky, O. (2017). Teoriya i praktyka formuvannia lidera: navchal'nyy posibnyk. Kharkiv. 100 s.]. (in Ukrainian).
- Sánchez-Cardona, I. 2018. Leadership Intellectual Stimulation and Team Learning: The Mediating Role of Team Positive Affect. *Universitas Psychological*, 2, p. 12-15.
- Semenets-Orlova, I., Klochko, A., Tereshchuk, O., Denisova, L., Nestor, V. and Sadovyi, S. 2022. Special aspects of educational managers' administrative activity under conditions of distance learning. *J. Curriculum and Teaching*, 11(1): 286-297.
- Taraniuk, K. 2020. Leadership and team in public administration: lecture notes. Sumy. 176 p. [Taraniuk, K. (2020). Liderstvo ta komanda v publichnomu upravlinni: konspekt lektsiy. Sumy. 176 s.]. (in Ukrainian).
- Zayed, N.M., Edeh, F.O., Darwish, S., Islam, K.M.A., Kryshtal, H., Nitsenko, V. and Stanislavyk, O. 2022. Human resource skill adjustment in service sector: Predicting dynamic capability in post COVID-19 work environment. *J. Risk Financial Management*, 15(9).
- Zimyvets, N. 2020. Liderstvo yak pidgruntya osvith'oyi modeli "rivnyy-rivnomu" [Leadership as the foundation of the "peer-to-peer" educational model]. *Young scientist*, 8, p. 27-30. (in Ukrainian).