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The Development of Creative Management in the Enterprise Environment: The Case of Kosovo

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Abstract

Creative Management has a meaning of innovative management, which always requires changes in terms of searching for the new paths of development in this area. These changes appear as a result of the social and political change dynamics, namely globalization, as a European and worldwide processes.

This paperwork has several aspects on the situational approach and socio-psychological aspects of modern management. These aspects are collected in the form of a model from my experience as a professor of management at the University of Prishtina.

Crisis produces challenges, while the challenge is something that brings a creative manager in a dilemma: to be or not to be. Accept the challenge of the crisis as a risk or chance, this approach depends on the kind of manager to maintain the position in relation to reality. Understanding the crisis only as a change manager provides creative "correct" a positive approach to it.

Key words: Creative management, enterprise environment, innovative management, change management, leadership development.

Jel code: M 12, M 13, M 14, M 54

Introduction

Creative Management has a meaning of innovative management, which always requires changes in terms of searching for the new paths of development in this area. Therefore, the aim of this paperwork is to present a relatively original model of managerial approach which will serve to the professional managers in their efforts to manage with changes. These changes appear as a result of the social and political change dynamics, namely globalization, as a European and worldwide processes.

The meaning of the creative management takes on many different meanings e.g. Entrepreneur management, innovative management, change management and so on. The essence of the content of these expressions is the same or similar, if we accept the situational approach, where in the last instance, true understanding that any tendency for the exact definition of creative management is in fact averting from the rational approach. While, a creative manager has a meaning of the person who is never satisfied with current situation, but in a permanent search for the new paths for action.

This paperwork has several aspects and print model, relying on the situational approach and socio-psychological aspects of modern management. These aspects are collected in the form of a model from my experience as a professor of management at the University of Prishtina.

- Meaning transformations of the creative management in the enterprise environment
- Dilemma (if it exists) between a creative and traditional manager
- How the creative mentality is developing in the entrepreneurial environment in Kosovo
- Is there a managing and business ethics in the Kosovo area, etc.

These are just a few issues which we are aiming to consider in this paperwork. Specifics of the Kosovo environment make relatively difficult the implementation of these new approaches in the field of management in for-profit companies in Kosovo. This is proved by the results of this paperwork. Kosovo, a small place, with a quite strategic position in South-East Europe, belongs to a group of countries that go through a comprehensive political and social transition. This position for Kosovo means acceptance of the rather complex, turbulent and dynamic environment, which requires creative management. Therefore, this paperwork aims to help as much as possible and to positively affect the management process.

Classic or creative management?

We are beginning this lesson with the premise that all what was characteristic for many years for a leader or manager, nowadays it is under question mark. Obsolete leaders, as well as traditional chiefs, who behave as traditional parents, who do not trust us much, but they supervise us, have increasingly become today barriers to motivation in a dynamic environment, in leading or governing of the dynamic processes.

While the classic manager acts as a supervisor, officer, judge, follower, leader or account supervisor, creative manager today, plays the role of coach, conductor, team leaders, coordinators, assistants, friends or a visionary.

The authority of classical manager was created on the basis of strict hierarchical control, which is more like "domestic animal domestication," which evokes the best term, "pick it came from heaven." Behavior orientation of managers as supervisors, judges, or something similar, says the report levels of hierarchy built on the basis of "inhuman observers".

Self-confidence of classical managers on strictness, formal authority, obedience, makes the managers undesirable for their co-workers and other subordinates in the organizational hierarchy. Creative manager according to the model of behavior as a coach, conductor, team leader, coordinator or friend, gives a new approach to receiving orders - giving orders, what is acceptable for dynamic systems and the environment.

Manager of a kind of person who is aggressive and who breaks all the barriers in front of himself is Machiavelli, because they "do not choose a tool for the realization of objectives" (Ramosaj, 2004). Manager of bionomical type "pig-fox", is also a person who achieves results through fraud and deceiving games "under the counter" slander, obstruction, using the legal vacuum and other formal methods.

Creative manager, in contrast to the above mentioned features, fits mostly to the understanding and definition of wisdom, elegance and successful runner. Acceptance of the approaches to learning, from the creative manager, in a constant manner, with elements of wisdom and knowledge includes basic activities and mode of action of these persons, as individuals or participants in the group (Billick, 2001).

Request and aim to win, without underestimating the opponents, and not using dirty methods for moves in motion, looking for space to act in the clear waters, without a doubt is the behavior of the mirror "manager Dolphin", which best fits the definition of the creative manager.

The idea to build or create a creative manager is not new, it dates back to ancient times, during the approach and philosophy of human and male leaders, who have pointed to elements of creativity, development and humanity. Therefore, creating a kind of creative managers continue building a modern approach, based on the classic lessons of interpersonal relations, which were given during the historic period of development, whether during war or peace.

Creative management as success factor

Based on the understanding of management as well as success factors and organizational development, it appears that entrepreneurial activity in the modern organization contains elements of an integrated management; therefore, it requires that successful managers are able entrepreneurs (Ramosaj, 2006). Management concept expresses a complex and multi-dimensional significance, considered from different aspects and different levels.

In the literature, management is often used as synonym for the organization, administration, management (leadership), or governing.

The quality of the organization, in most cases is determined on the basis of the quality management, namely the organizational processes and activities that are oriented towards the realization of goals and specific tasks.

While management is a process that coordinates the financial and human resources in order to achieve certain objectives, the managers are the holders, which exploit (used) their experience and knowledge, and knowledge of others in achieving goals. Modern organizations are distinguished with a lot of complex relationships and processes, whether at the level of the company or to the environment, and require that managers think and act like entrepreneurs.

The entrepreneurial manager is seeking permanent opportunities for change and correct business and organizational conditions. This commitment manager is expressed not only in the top management of the pyramid, but also in all other operational levels with the aim of the entire organizational network acts as an entrepreneur (Ramosaj, 2006).

Providing entrepreneurial spirit at all organizational and managerial levels, expressed entrepreneurial ability, operational or strategic, for permanent changes, as that of modern management.

The modern manager becomes an entrepreneur because of the very complex environment, due to the wider field of action.

The main task of enterprise managers is to implement new organizational changes, namely, mastery of new changes in the form of provocation, which created a new group of people, resources and ideas with new opportunities for action.

P. Drucker was the first author who compared the similarities in terms of management and entrepreneurship, and the two concepts are intersected with so-called entrepreneurial economy. According to Drucker, there are three entrepreneurial tasks of management (Ramosaj, 2004)

- Increasing success of existing business
- Use/Exploitation of commercial potential and
- Ensuring the future of business.

Permanent orientation towards change and innovation strategies, namely, the answer to any provocation coming from outside or inside, presents the base of enterprise management, entrepreneurship as transitional or permanent activity behavior.

Request for enterprise development, particularly entrepreneurial activities, either at the level of individuals, companies, or beyond, is also a requirement for survival. The best example we can describe the dinosaurs, who disappeared, not because it was great in shape, but because it has remained where it was, instead of going to the energetic place and time where he could live.

Entrepreneurial behavior and creative spirit of managers

Understanding of entrepreneurial behavior is quite broad, so that in reality studying of similar concepts requires not only an interdisciplinary approach, but perhaps multidisciplinary. The entrepreneurial concept, the entrepreneur, will crossbreed the psychological and physiological elements, namely physiological predisposition to mobilize individuals to use the intellectual or psychological features and capabilities.

Any precise definition of the entrepreneurial concept is in contradiction with the very much comprehensible and universal possibilities of expression (Ramosaj, 2004). Many authors have attempted to explain entrepreneurial behavior, or enterprise, beginning with Weber the physiological theory of the Protestant ethic, or Joseph Schumpeter, who stands out with a lot of contradictory theories from the time when it is created, and similar.

Schumpeter, unlike other economists of the time, starts from the idea that the economy is an open system which is taking place within the evolutionary process of transformation from the old to the new, with the help of several factors which he calls "creative destructive".

Within this scope of economy, the entrepreneur plays a fundamental role, and in that respect he is the holder of the greatest responsibility for the growth, and decline the economic trends of the system, starting all the way to prosperity, recession or crisis. Such a conception of entrepreneurial behavior by Schumpeter, which has elements of explanation of some essential components of entrepreneurial behavior, but still relies only on the dependence of movable components inside and the inner current system.

The overcoming of similar concepts, we find at Americans: D. Milled and R. Noise, who put the relationship economic growth and personal success, particularly educational uplift. This relationship can be seen outside of the main elements that influence the behavior of the system. American, R. Noise went further, pointed out that the natural feature of people request or effort to succeed.

From the very fact of business success connecting with business risk, resulting a range of activities and experiences in the last instance is associated with new and creative elements that take one to overcome many of the existing difficulties. Here are included: dynamics, imagination, fantasy, insecurity, Utopia, instability, mobility, fear (of the risk or success), experience, ability, tradition, morale, motivation, ability, confidence, overtaking requirements, creativity and more.

American, R. Noise went further, and pointed out that the natural feature of people is request or effort to succeed. From the very fact of business success connecting with business risk, resulting a range of activities and experiences which in the last instance are associated with new and creative elements that an individual takes, to overcome many of the existing difficulties. Here are included: dynamics, imagination, fantasy, insecurity, Utopia, instability, mobility, fear (of the risk or success), experience, ability, tradition, morale, motivation, ability, confidence, overtaking requirements, creativity and more.

An understanding of the entrepreneurial concept stems from the individual entrepreneur. Entrepreneurial behavior is characteristic of man businesses, which basically has the understanding of skills, resourcefulness, values, creativity and quickness, ambitious, open eyes, etc. However, entrepreneurial behavior can identify elements of openness, namely coordination and cooperation with the environment, which we understand that the entrepreneurial behavior in the properties of individual items or groups of businesses, particularly entrepreneurial collectivity.

From the concept of entrepreneurial behavior, as it can be seen, it appears that entrepreneurial activity does not submit any closure or administrative barriers or political entities. An individual with entrepreneurial behavior, beyond the specific barriers seek new paths, either within the environment or groups, specifically within the system. In this regard, for overcoming the present situation stands out of the entrepreneurial behavior.

Individual efforts to overcome the current situation are born as a result of internal and external connectivity components. In truth, these efforts have imagination and reason for change of personal status of the individual in the social level. The desire for success is accompanied with a lot of troubles, ranging from business ethics and all the other forms that are expressed in the degree of success or failure.

In the group of external or internal factors, the impact is quite large of modern techniques and technologies based on the information. Entrepreneurial behavior in the economy is really moving element of action and work. The movable component for change of situation is performed with the aim of achieving a particular goal, profit. Determination targets enterprises can contain elements of entrepreneurial behavior. Determination of companies target for the realization of general need, the more it meant drowning or disappearance of internal individual requirements, and aim to achieve maximum benefit provides new, creative and dynamic characteristics of permanent collective or individual, or more precisely characterized by the so-called elements of entrepreneurial behaviors.

Creative Manager (Self-confidence)

Self-confident manager wins, because he trusts himself (Ramosaj, 2006). Starting with this concept we can explain the essence of knowledge itself and the environment where people live and work, particularly the relationship between the source of the failure-success of the manager or outside.

The dilemma of knowledge itself or the environment indicates a "strong" and "weak" sides of managers in a dynamic environment. In reality, it often happens that entrepreneurs understand the world around him, but it can happen that it sometimes does not understand. This is because self-suggestion that he has, either for themselves or for the environment. Autosuggestion can be expressed as a contrast between "fixed ideas" and rational and understandable opinions.

The desire, on the one hand, opportunities and attitudes towards the process, on the other side, best express the communication process between themselves and the working environment.

Reliance on others is a strong theme in terms of dynamic and turbulent environment. However, for creative managers, it is important to know PERMIS "every man is what he thinks about himself", so it is important to have a positive approach and emotions of this nature for themselves and for others.

The fact that we install in "our heads", as prejudice, whether positive or negative, does not mean we should deny or condemn as unreal, after all, a man is building its future looking "dreams open eyes." He who predicts the future, your future, it would surely be achieved." While, one that does not provide, can make it, but as a coincidence, or luck "as if it fell from the sky."

Creative manager sees the results of their work each day, advancing, so gets feed every day, consciously or unconsciously, positive energy during the growth and development.

Understanding of metaphor that compares the creative communications manager, subordinates, and his associates, it takes a tool for dialogue and effective communication for example, when talking about time as money, as well as the ability of the technology and domination, and the business as a race. There is skepticism with regard to communication and self-suggestion as a rate or premises of the future, but either way, theoretical research or practical it showed the importance of the role of confidence in communicating with others, or in creating a personal future, particularly managers. Empirical experience has shown that a person is creative, courageous and successful if it believes in itself, as something natural and possible.

In the history of biography bright "mind" of art and science we find the elements of self-suggestion of self-government for the realization of acts of epochal importance. The last example of this creative biography shows Bill Gates.

"Everything is possible when you want, its premise event "post festoom ", achieved the results of man's creativity as a business entrepreneur or the other. Premise of "the best control is self control" and "the strongest motive is self-motivation" means "strong" side of creative managers against imposition acts or acts dictated by others, either as a disciplinary or business and social norm in a given environment.

If we accept the premise, "nothing is impossible", then it shows that we are on the good way to create a creative manager.

Modern management theory teaches management skills to overcome the "ordinary" and "daily" so that we will look to turn toward the horizon and not towards the line.

Development and advancement of creative manager

The process of developing managers, as well as implemented a program throughout the working life and the lives of creative managers known as "Executive Development Program, has been synonym with the process of continual learning and continual improvement managers in the 21st century.

Research has shown that a manager who works in the developed parts of Western Europe, as a professional and who is trying to keep up with the times, nearly 50% of work time spent in learning. Learning done in several ways: training, seminars, scientific conferences, doing research within the company and more. The percentage of time learning different in different places, for example, in Japan about 50% of the time manager learns, in Germany 20%, France 20%, in the U.S.A. 20%.

Based on this, as stated, it appears that the learning and progress are integral part of the work of professional and creative managers. This phenomenon is the best indicator for the development of the profession in relation to other professions, the imposing urban development in the 21st century. Large U.S. companies such as Microsoft, Motorola, IBM, GM and others, created the schools as a college for teaching and study of various areas of practical knowledge in management, psychology, organizational behavior, programming and projects, and more.

Maintenance courses and seminars within the company is a form of strategic investment capital. In this form, investing in people is considered a strategic field development capital a society. The life cycle of professional managers is dependent on several indicators of creative experience and knowledge in the field of management. Intellectual capital, knowledge as a product of creative management, including the total knowledge that is transformed into value, whether individual or collective, which eventually manifest themselves as business value and gain.

Intellectual capital is divided into three parts: human capital, structural capital and client capital. In fact, this is the total value system created as a result of ability and behavior in relation to people, organizations or clients as potential customers and achieved results.

The ethics of creative manager

Departing from the approach that the behavior of Kosovo managers is a behavior that corresponds to a relatively hybrid model where a lot of residual elements and new, it appears that our community still accepts the behavior of political or business guide, what we have today.

Acceptance of the behavior of managers and political leaders as people who violate or exceed laws, ignore moral norms, stealing, appropriating, lying and so on, talking about the level of Kosovo's environment, either social or business environment.

Acceptance of such premises, the date or imposed, talks about the level of development of urban life "democratic" or "in harmony" with other countries in the region. Creative Manager is in constant war with the changes, except that he don't agrees with that reality and proclaims the moral and ethical sustainable norms, which are approaching those created as a traditional civil behavior good behavior with good position. Whether a similar behavior in accordance with the development or the development of economic efficiency and the realization of the objectives of modern society, there remains a prejudice.

The creation of interpersonal relations among people as well as friendly relations and interpersonal relationships based on trust verbal institutional relations, unwritten, which tend to replace the institution of the contract or agreement between the parties.

The existence of many objects in the field of human disputed relations between parties, on the one hand, and friendly relations of full mouth (verbally), speaks of the existing patriarchal environment, which in the last instance has nothing in common with the processes of modern management.

When the two major modern European-level managers entering into the agreement and tighten the hand to one another, they both accept this as a moral responsibility and the formal and legal obligation. Lending hands, toast or something similar to this nature, is an act of good beliefs, which is the final signed agreement. There is no room for deception, empty promises, which is typical of the patriarchal society. Managers in the environment of Kosovo (not quite all) like to defined combination of "pig-fox. The final act of agreement and possible misunderstandings began squeezing his hand as: delays in delivery of goods, lack of understanding of the exchange rate unsustainable, or because of the quality and late payments.

Our environment is quite specific, as well as political and business environment, because the hybrid models and other combinations occur as a result of many social and economic factors. Starter extreme, of moral and immoral, come as a result of combining the traditional with modernism, namely, the transition that is performed during different periods of tribal relations, feudal relations in the industrial and urban. Without crossing the natural processes of birth, development and maturity of a capital relations.

"Tie the horse where the boss says", "my street, my world ", "well we're cleaning up now", "this is my father and grandfather lived", "Why I have to change" (Ramosaj, 2004) and others. Those are some phrases that best demonstrate the characteristics of our social and business environment.

Social and economic characteristics with people responsible for themselves and others, which are committed not only to legal but a moral responsibility, civilized, give space, opportunities and chances for economic efficiency and social development. This environment reduces the cost, risk and impact on the cost of capital. This economic and social environment is attraction for all potential investors, internal and external. States in these conditions assume the role of supporting infrastructure for the development of business processes.

In order to understand different things, what's good and what is not good, not just the language lexicon, but the legal approach to the environment where they live and work. Is it legal or not? Is it legal when everybody wins? And, do you feel responsible to act and similar acts? No doubt, some things are fairly demanding answers, which really create a framework of moral and ethical aspects of socio-economic relations. Moral norms of the business man or politician are more combinations of lines and characters, particularly the logic of micro-social environment. These relations are so complicated to the environment and just get different content.

The answer to the first question is: should reject those decisions that lead managers in an illegal position, regardless of business efficiency and effectiveness.

The answer to the second question is quite complicated, because the sense of understanding where all win, "win-win" is pretty relative in different times and moments. Manager who has experience and is creative in their work, normally it is satisfied with the results, then, when all parties are satisfied.

Answer the third question is related more to micro-social environment. Related to this, what is considered as an asset and the value, and what lack is and without value? Therefore, social norms are somewhat more valuable than those from the ethics of business, which in the last instance, it should not change.

"Equality" in front of God and social peace are categories that can be implemented, but requires the understanding and working either in front of the absolute values or those created in micro-social environment with ethical business standards.

The feeling of individual responsibility and collective responsibility, a good experience as individual or social norms and regulations, gives the manager an excuse for creative mental and psychic peace in plenty of dynamic conditions, proactive actions in development processes.

Manager, vendor or consultant of new ideas

Sales of new ideas are often accepted as the main activity of creative managers. This premise is understood both by lay management or daily traders. Sale of vision, strategy, goals or ideas the members of the team understands the equipment with new ideas and visions in the process of accountability to the organizational policies.

Foster emotions, positive-motivation and willingness to give their best to support the success are the characteristics of the creative manager (Ramosaj, 2004). Accepting the premise "sales" and "consultation" is a rational understanding of the learning of new skills to help to succeed. Giving new ideas, models, concepts and experiences, an obstacle "way of selling". This creates the content of this entire philosophy of accepting ideas for new goals or vision.

The behavior of managers as a seller of ideas for the vision and strategy, losing the latter sense of creative knowledge management for dynamic environments. Seller's belief is different than believing the consultant. The first makes all efforts to market, without taking into account the quality. Whereas, others not only to seek buyers who are willing to pay, but they who are ready to implement new ideas in the processes and actions.

Is creative manager should look like the seller? The question of misleading customer's access to ideas and vision. Similarly, the gift or sale of a book to a potential buyer. Those who accept such a simple purchase from a retailer, it is better not to read, because it is only for the decor in their library. Those who accept this book as advice or a new idea in the field of management, who are willing to pay for it are justified "customers" and expensive.

Phrase that “as author of this book, I am the seller and consultant for the customers”, best shows the relationship between these two concepts. In the end, I think that access to "win-win," and here in these relationships can provide results because in the end to get all parties, either as buyers or sellers. Changes in this ratio may not be a long term. The relationship between the one who gives new ideas ("consultant" or "seller"), and those who accept them, as an opportunity for new motives and ambitions as the "buyer." Such communication is in fact the essence of the relationship between these two concepts.

Acceptance of new ideas and vision as well as challenges or opportunities, in fact, represents the utility value of goods sold, regardless of the circumstances of communication between the parties in the process of buying and selling. Method of selling new ideas, need to be significantly different than the old one, because the odds are still with the old idea, taking into account the mentality of resistance to change and new ideas.

The role of managers in the process of creative transformation "resistance" or "acceptance", management of change, is high. In the end, and perspectives of development based on building access to new elements that are expected to be implemented, such as: ideas, visions, strategies or objectives (Benton, 1978).

Creating a creative culture of the organization

Described the situation with a bad mood when preparing for a job, is the best indicator of the level of adaptation to the environment with the culture of business in the company.

Culture business (Drena, 1992), namely managers, based on the theory of "catching the bug" and not the rewards for success, emphasizes the need to access the creative manager in the working environment.

Creating a positive work environment for emotions, expressing the good mood to go to work or preparation for work, on the one hand, and negative emotions, like bad mood, on the other hand, is in fact mirror the organizational and managerial culture with the two parties.

How important capturing subordinates or associates of the manager error during setup or poor performance on the one hand, or catching subordinates or associates of the manager in the case of good work, on the other hand, best reflects the character of the manager, whether it's classic or creative. Predisposition to look at the benefits of more than mistakes, express the best approach and style of the manager.

Creative management is preoccupied with building the organizational culture that develops entrepreneurial mentality, positive emotions and creating a personal ambition for the elevation and the elevation of the entire organization. It is not the same situation as in the case of expression of satisfaction or dissatisfaction of workers before going to work.

The event behavior of workers: "Oh, I can not see what jackasses giving me orders" (Srica, 2008) or monotony that comes from the same work that expresses a lack of ambition for the activities, are consequences of management culture and working environment. The feeling of discontent in the working environment creates negative emotions and produces aggressive, whereas warm environment, a sense of satisfaction from the work creates a healthy ambition, agility for success and other positive effects, which are reflected in the final results of the organization.

Constructive criticism and conflict breaking out of the ordinary, as something superfluous, is the expression of creative behavior of managers (Conger, 1998). Construction of rules that affirm positive aspects of the process, enabling and spending time with those better, more accurately allows not only affirmative behavior values, but also to exchange ideas and supporting group of collaborators. From this result the condition that the creative manager as a person surrounded by a staff capable than himself, as opposed to the traditional manager, surrounded by poor co-workers and servants. Fear of the best, is a component of traditional managers, but not the creative manager. In contrast, creative manager seeks to constantly be challenged by the best and challenge them to new requirements for the new ways.

This is manifested by the issue of the creative manager: "Why to pay contributors who are not productive in terms of new ideas" or "I'm not so rich to pay unable contributors. The application managers to have co-workers without payment, is his ability to be found in the area, which can create.

The development of the creative mentality of the entrepreneurial environment of Kosovo

Creating an environment for new ideas and initiatives, namely the construction of systems that stimulate and motivate people to take something in the field of business, is the essence of social relations and capital for the development of specific entrepreneurial mentality.

Experience has shown that the mentality and entrepreneurial behavior of individuals or groups to develop, either as a result of the struggle for existence, (the case of Kosovo during the 90's) or as a goal to get, that together build the basic objective of every business.

The most recent example in the development of entrepreneurial behavior in the field of business and private initiative is the behavior of Albanians in Kosovo during the 1990-2000 year, which reflects the best entrepreneurial initiatives, either for survival or profit in terms of lack of rule of law and ethnic segregation under the Serbian regime.

Relying on a premise that the conceptual principles of economic and social development show that (Ramosaj, 2006):

- There's no more rational methods of use of resources from the private property
- There's no better way to harmonize supply and demand than the market
- There's no better way of regulating interpersonal relations than in terms of democracy and

- There is no better mechanism of development initiatives from the entrepreneurial environment.

Then, with full right, we can confirm that the creative management and is developing an enabling environment for the expansion only in terms of the entrepreneurial economy, the conditions that ultimately developed the mentality and the management of research and development of new ideas.

"New Economy", has been synonymous with the concept of modern economy that is based and developed in the enterprise environment. The participation of people relays on (participation) in the organizations they create. The most common questions that are asked now are: Where is it? What kind of profit mean? Why it is in this environment? And so on. All this shows clearly the role of environment in economic and social development, individual or group.

Experience has shown that in many cases we are unable to build an environment where we work and live. Therefore, an adjustment needs, and this depends a lot on how much we are great. Adaptation to the environment or changing environment, as our "capabilities", is in fact, the process of managing change. However, this depends on our approach to change, on the one hand, and power to change the environment, on the other side. Management changes, (either as acceptance or resistance), depends on the rational approach, which includes the identification of mechanisms of change, which come from the environment, and to build a strategy towards a dynamic environment. Environment that characterizes the current period is more dynamic and turbulent.

The dynamics arises as a result of changes in all aspects (technological, economical, social, political, ethical, cultural, etc.), while the turbulence characteristics upset by the change of environment targets and levels (Tushman, 2002).

The combination of dynamic and turbulent environment provides special complicated features that are expressed as indices that can not be measured and uncertain for the future. The question is: who can resist such an environment?

Creative manager is someone who knows to swim in the sea that turns disturbingly lacks an advantage, namely the crisis in the way, using them "uneasy waves of the sea and the wind blowing the sail towards the goal."

Access Manager is a creative one that sees problems and dilemmas of the time, so it will try to overcome, circumvent them, or to skip. The possibility of transforming and transformation of risk into opportunities best demonstrates a creative approach to management. Such an environment "anxious" is accepted as an entrepreneurial environment that has many advantages that developing creative mentality, which makes a variety of creative managers than classic.

Conclusion: Challenges as opportunities for creative managers in the Kosovo environment

"Intelligence mass of the Earth globe is relatively constant, which can increase marks, but more slowly than the population growth in the world." Based on this statement, it appears that there is much to be said in the field of creativity. As the first "big fools" created the crisis, they produce great challenges; perhaps they are "too creative."

Schumpeter written statement for "creativity in chaos" allows us to realize that the crisis produced challenges, while the latter "may" and opportunities. Acceptance or rejection of disciplinary behavior micro social environment is often put under suspicion and aspect of the success of the organizational structures accepted as a formal scheme of the organization.

Crisis produces challenges, while the challenge is something that brings a creative manager in a dilemma: to be or not to be. While the manager uses the classic norm, rule or organizational scheme as something legitimate, something which should be formally adapt, creative manager see this component as well as opportunities for different management compared to traditional. So, using the scheme or norms as sources to create business advantages. Rather than expressing "absolute respect," he sees it as something to be overcome, finishing or developing.

Accept the challenge of the crisis as a risk or chance, this approach depends on the kind of manager to maintain the position in relation to reality. Understanding the crisis only as a change manager provides creative "correct" a positive approach to it. He wants to see the glass half full or half empty, it shows the best approach to the crisis, and inability to change.

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