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Transforming managerial skills into creative leadership skills

ABSTRACT

The modern business environment has sent many organizations back to the drawing board. This follows the continued competition where new entrants are pressing the older companies to the wall. Each one player has resorted to fight one another through teeth and nail to survive. As the scramble for customers continue, every company is transforming their managers into creative leaders. Moreover, current business environment demands talented managers with an additional competency. Creative leaders have proved beyond doubt their ability to understand the business environment and its stakeholders. The purpose of this paper is to explore the notion of transforming managerial skills into creative leadership skills. This implies that good leadership skills are becoming intrinsic to today's managerial requirements. The challenge that this proposition poses to the current managers is that it conceives of their experience as not matching leadership skills, needed for the survival of their business in the contemporary world. The transformation and the sustainability of an organization necessitate managers to become creative leaders and not content themselves with their managerial role, in order to be able to survive and deliver in today's turbulent and fierce business environment.

Key words: Transformation, managerial skills, leadership skills, improvisation, rules of improvisation, creative leaders, good governance.

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INTRODUCTION

Managers in the contemporary would have fallen short of conceptual skills, knowledge and behaviors that are important in leading. The current business environment requires extra efforts rather than managing the organizational functions (Northouse, 2001). For a long time, management and leadership have been viewed as related. Nonetheless, change is tough unless there is an essential agreement on what factors influence transformation initiatives. Many scholars failed to distinguish the terms in both private and public sectors (Spencer, 2011). Although excellent managerial skills are highly regarded, it seldom adds up to sufficient standard for administrators. This implies that good leadership skills are basically defined by good governance (Hesselbein and Cohen, 1999).

Most people have believed that leaders are born. However, a handful of people in the society understand that leadership skills can easily be leant and taught. Since the business world has ostensibly changed, managing no longer involve pushing people to the wall so as to succeed. According to Dess et al. (2013), leaders involves pulling the followers along so that the success that be achieved. This shows that control and command are not withstanding in the contemporary business. This is because, employees are becoming self sufficient and are never dedicated on what to do. In the contemporary business environment, managers should not merely focus only on soft issues, such as communication, culture, and motivation, rather be creative. They are expected to influence their choices (Walton and Huey, 1996). One is also required to have the ability to win teams on their views. Therefore, it is important to inspire rather than dictate. This paper focuses on different techniques used in transforming managers into creative leaders.

MATERIALS AND METHODS

Transforming leaders in the contemporary world seems to be the order of the day. Most organizations have already initiated various programs to help managers become creative leaders for the reason that the business environment is becoming entirely competitive. Many companies are making great impacts in the market thus sending strong warning to the previously dominant corporations. Transforming managers can be achieved through different strategies. Top executives must pay attention to talented managers within the organization. They should not be hesitant to allow those talented to join change efforts, otherwise organizations downfall is eminent with daily routine. Needless to state, that the success of such a team will depend on a useful skills, useful knowledge, and social networks. Researchers have offered their own perspectives on how best an individual manager or administrator can be assisted to become creative leader. Training programs is the first step of developing a leader (Kelly, 2012). When a leader is exposed to studies especially with institutions offering leadership development cases, such a person is expected to move forth and help transform others. Creative leader would always gain popularity based on his/her understanding of the present moment (Northouse, 2001).

The studies by Berk and Trieber (2009) showed that leaders can easily be transformed by teaching them. Graduate classroom is the cracking code that ushers potentiality and could be the best idea but it seldom seems to offer sufficient ground. Despite whether traditional academic institutions or most traditional organizations have accepted change, in theory at least, they must re-examine their hard skills. Capability, in this regard, are the merging and the mingling of competencies and abilities of an organizational protracting its survival and success.

Berk and Trieber (2009) argued that improvisation technique is normally the best to use in transforming them. Improvisation technique is a teaching tool that is meant to bring practice in an individual's lifeline. Bschool (2011) also provided over 25 improved tricks on how a business can be developed. Improving a business leader is always concerned with the customer retention and attraction. This implies that the qualities defining these functions must be adhered to. For instance, open communication, creativity and innovation are important qualities that would keep customers intact. Christiansen (2011) also gave information about the best rues of improving workplace (Ramirez, 2010). It is only creative leader who understands the welfare of followers. They would employ different motivational approaches to realize full potential of followers (Kulhan, 2012).

Leaders ought to understand that talented and competent employees are the shared assets of the organization, which means retention, motivation, and decision making. They are advised to embrace those who have the implemented skills of today's and tomorrow business requirements that deal with challenges. Improvisation is basically important in transforming managers into leaders (Lorenz, 2010). This entails the relationship of experiences, thoughts, and decisions developed over period of time in response to business environment change indicators such uncertainties. Based on the findings of creative engineering staff, improvisation is concerned about the welfare of the organization and its stakeholders. It is bestowed on creativity and innovation. Fey (2011) also argued that improvisation is improving organizational performance. Glazer (2008) and Golden (2011) gave various examples of organization that have continuously employed this strategy to improve the performance of their workforce and management. For instance, Nike used this technique to redesign its shoe products. Improvisation strategy is the smartest ideas that can be relied upon in improving business (Gotts and Cremer, 2012). Additionally, training is also very important, where improvisation offers opportunity for both lifetime application and classroom skills (Hastings, 2009). Creative leader should be able to manage performance. However, this is possible through training.

Area descriptions

Creativity and innovation is an important aspect of defining managerial capabilities. The most important aspects transforming managers into creative leaders have formed the basis of questioning in manageable skills and leadership skills (Northouse, 2001). Both skills tend to relate in terms of functioning. Transforming mangers into creative leaders implies that an individual is assisted to become an exceptional leader. Unlike the traditional view that held that leaders are born is irrelevant in the contemporary world (Kelly, 2012). This is because, the current business environment requires leaders who are developed and result oriented. They believed that when an individual is not born a leader, then chances of ascending to the leadership position is slim. An individual can rely on different qualities to emerge as a strong leader. For instance, patience, hard work and persistence would always help an individual in making a difference in an organization (Spencer, 2011). Such a person can become an effective and strong leader through learning, relating, examining, penetrating, and curiosity and effectively deals with uncomforting complex problems. Therefore, one would be able to impact on his/her associates and climb the ladder of transformation. This also involves being ethical throughout his/her actions. An ethical leadership is anchored in the organization mission. It calls for doing the right thing at the right time.

It is required that an individual becomes an authentic leader. This is evidenced when a leader commands large followers (Kelly, 2012). Many people admire the leader and

would do what it takes to imitate his/her characters. Everyone would wish to follow such a person. Leading entails a lot. It surpasses managing. This implies that an individual should be informed about the responsibilities required of a leader (Simic, 1998). Unlike managers who seldom meet team members or workforce, a leader would easily intermingle with the lower level staff and workforce. This helps an individual in understanding the problems the workforce is facing in their pursuit of success (Spencer, 2011). At some point, the problem could be generated from the top rigid management. Therefore, managers must embrace such behaviors so that they can access different forms to information to better their performance. Since leaders can easily be developed, different techniques can be recommended for different organizations to achieve the ultimate goals. The solution relies on the transformation technique selected (Watson, 2011).

METHODS AND TECHNIQUES

Organizations in the contemporary business environment are contemplating on how best they can outwit their competitors. Given that the rate of change experienced is quite high. This implies that each organization is anticipating staying ahead of the curve. The organizations that are opting remain relevant in the constantly evolving business environment have no option. They must be like an artistic picture of many dimensions; each deals with a specific circumstance. These changes require agile leaders who can readily learn, develop and adapt to the changes as quickly as possible. The question addressed in this study is "*how best can an organization develop an agile leader?*" Although experience and knowledge are very important in an organization, but organizations have found out that developing leaders who can easily deal with change and ambiguity is critical. This implies that such leaders would be able to foster creativity and innovation. According to Ramirez (2010), organizations have always aspired for leaders who have the potential of adapting to the shifting business landscape.

Development of these capabilities requires the use of various approaches. These approaches are notably expected to motivate the professionals of talent management so as to cuddle eccentric techniques (Kelly, 2012). One of the most important methods that have been applied for in developing agile leaders is improvisation.

Improvisation

This method involves performing without script. This implies that managers can be transformed into creative leaders through spontaneous invention. According to Ramirez (2010), improvisation is the best method to transform managers. It can essentially help in creating unique and new skills and knowledge. Other scholars have showed that the method entails off the cuff activity (Kelly,

2012). A creative leader should be able to give extemporaneous and impromptu presentations. This shows that one needs to have strong confidence and skills acquired through the method. For improvisation to be effective, early preparations are critical. Transformed managers into creative leaders should practice early preparations before presenting speeches. This allows them to be able to react and respond to any emerging issues during the presentations. Improvisation requires basic skills including listening and understanding others within an organization and beyond (Ramirez, 2010). These are some of the most important skills that creative leaders have practiced. This ensures that communication is clear. Many people have since maintained that improvisation is full of fun. It can allow managers to get exposed thus continue to grow either as individuals or in collaboration.

According to Christiansen (2011), working without script entails a lot. It gives an individual an opportunity to work off the top of the head. This implies that a managers just like leaders become mindful of activities around. Most importantly, they must focus on the present based on the past experience and expected tomorrow's outcome. These capabilities and skills are essential in propelling the manager to the highest level (Kelly, 2012). Improvisation method gives a leader the potential to understand and realize that everything that is needed is justified by the moment. For example, when a leader is aware of an outcome or a problem, it would be possible to overcome such issues. Improvisation is also defined on the basis of honesty. This method is renowned for teaching managers on the best ways upon which they can react, communicate and adapt as per the principles of honesty. It is important to note that improvisation is also able to help an individual in improving his/her communication skills (Spencer, 2011). It improves the level of one's honesty, concentration and focus. These are the skills that a creative leader should require in business.

RESULTS AND DISCUSSION

Rules of improvisation

Many people have mistaken the method for being funny and unacceptable. They argue that the method is unscripted and unpredictable. There are different rules applied in this method. However, the rules are depended on the person being focused (Spencer, 2011). Leaders are always performers and they are compelled to pursue every avenue to meet organizational goals. The rules used on this method are simple yet implementing them is quite changing. Improvisation is guided by four main rules as showed below:

(a) Agreeing and saying yes: This is the first important rule that any manager willing to transform into creative leader must abide by. For many people, 'yes' is a very

simple world. Nevertheless, its meaning and putting it into practice may be quite difficult. In improvisation method, 'yes' is a governing philosophy that defines its significance (Christiansen, 2011). In normal cases, accepting new ideas and perspectives in an organization is an important prerequisite for success. Leaders should be able to establish strong respect and recognition in any conversation. This shows that real dialogue requires positive communication. Given that in the contemporary business environment, the workplaces have turned to be struggling points.

Employee's attitudes and morale are swiftly being eroded. As a result, satisfaction and engagement is totally affected. By saying yes, an individual would be open to new possibilities (Ramirez, 2010). A creative leader is always affirmative, optimistic, confident and positive. These are qualities that a manager can easily acquire through improvisation. Kelly (2012) argued that turning negative culture in an organization would be turned around by merely saying yes. It is only saying 'yes' can thus spur teamwork, innovation, creativity and collaboration. Consequently, the greatest business skills such as innovation and creativity can never be underestimated whatsoever. The skills are very important to creative leaders as it is dictates the future of an organization (Theleman, 2011).

(b) Saying 'yes' together with 'and': With 'yes' the culture of openness and acceptance is possible and achievable. In the second rule, 'yes, and' tends to upscale the aspects of acceptance and openness to another level. In that case, an individual is able to build reasoning and benefits based on what people have said. All these are anchored on collaboration and teamwork. Just as we can attempt to control conversation, we can also offer responses that serve as invitations to loosen control, and humans find themselves invited to spontaneity when we are part of an interaction that disturbs our assumed view of the other (Larsen, 2005). This reflects on the importance of managers in developing and creating an internal invitation for in the process of innovation. Therefore, the outcome of achieving specific goal for the betterment of the organization would be more sufficient and effective. According to Kelly (2012), co-creation is embedded on 'yes, and'. This shows that an individual would be able to practice creativity and open communication throughout the entire process.

In the workplace, 'yes, and' is viewed as the best tool. It gives employees an opportunity to create new ideas by taking other ideas. This shows that an individual would build new information based on already available ideas. Given that in organization, information would become completely fragmented. Nearly each business unit requires specific source of information to prosper. However, with this rule, it is possible that the manager encourages other stakeholders to share their ideas without boundaries (Spencer, 2011). It brings the spirit of corporation and co-creation. Creative leaders have ostensibly been on the

forefront in using this rule. Most scholars have argued that the rule is essential in creating a framework upon which innovation, brainstorming, conflict resolution, ideation and problem solving can be achieved. It is thus possible to build the spirit of corporation and collaboration among employees and other stakeholders. Furthermore, improvisation instills in managers different forms of skills including contribution, debating, and acceptance and listening (Kelly, 2012). This shows that an individual would only focus on how best to build up instead of tearing down an organization. As a result, the followers of such leaders would be very effective and honest throughout their interaction.

(c) Making statement: This is also an important role in improvisation method. Since problems are part of human life, it is important that the manager forms part of the solution. At the moment that pressure piles on managers when questions are asked more than answers, they may lose focus. Consequently, progress would be slowed down. In most cases, when questions are asked more than answers, an organization may be brought to a halt. Solutions may be hard to find whenever an organization lacks problem solver (Kelly, 2012). A creative leader would always be a problem solver. Therefore, in transforming a manager into a problem solver, it would essential for such a person to take up the improvisation technique. This implies that such individuals need to rely on statements rather than posing hard questions. Nonetheless, organization needs leaders who are ready to provide solutions even in extra ordinary times. In making any statement, improvisation offers a leader an opportunity to build a framework that every stakeholder can easily follow. This demonstrates that creative leadership style would help an individual in establishing clear roadmap to finding a solution. According to Christiansen (2011), good leaders are expected to offer solutions or take followers to the final destination. They should only be able to provide the direction towards a lasting solution. When a leader makes statement, everyone would be able to take the lead. This will be essential in creating a ground that is acceptable across the board.

(d) Opportunities outweighs mistakes: This is the last rule that is applied in improvisation. When an individual is exposed to the previous rules, then this rule would only offer possibilities. This entails that mistakes should be used as a shielding ground. Creating new thing in an organization requires that an individual be able to listen and react (Kelly, 2012). This has always created unexpected for most leaders. As applauded, mistakes are essential part of human being, doing mistakes in business is exceptional. Through this technique, an individual would be able to admit the mistake and move on. That is the principle and philosophy of become novel. This demonstrates that improvisation is a method that helps a manager to explore new avenues for solving mistakes thus takes an organization to the next

level (Christiansen, 2011). Although putting blame is part of the society, this should not be used to shift focus of the manager. He/she is expected to avoid looking backwards but a learning tool from previous mistakes.

According to Gotts and Cremer (2012), many organization have failed to progress as the leaders wasted more time in casting blame based on the past mistakes. A creative leader should be aware that such blame games may create a cautious culture such that every stakeholder would completely be afraid of making mistakes (Ramirez, 2010). A leader should remember that one's strength is justified by how best they handle mistakes and challenges. Many scholars have even argued that challenges should be viewed as stepping stone. It allows changes to be created in an organization. Noting that in any organization where mistakes are never made, changes may be difficult to attain.

Creative leaders must always take responsibilities. This can easily help an individual in learning from his/her mistakes and improve. A good manager should thus allow his/her company to try out new ideas that can easily generate changes. This will help an organization to realize success. Changes are only possible when leaders take risks. Most leaders which have hit headlines across the world throughout the history of the world were great risk takers. They easily experimented ideas freely thus achieving high levels of innovation. This means that the real failure is avoiding taking risk based on the past mistakes. Kelly (2012) argued that the greatest discoveries made on earth are attributed to great accidents. In this regard, great names behind such discoveries gave their mistakes the highest regards. As a result, the mistakes were enriched to create opportunities that have ostensibly changed human lives.

Building better leaders using improvisation technique

Talent development is an essential factor in transforming managers into creative leaders. The task of transforming the important organizational leaders is quite challenging. Talent development professionals are always scratching the chins on how best they can instill the much needed knowledge and skills. They are compelled to ensure that they develop effective leaders who can easily adapt to the dynamic business environment. According to Gotts and Cremer (2012), transforming a business manager seldom requires experience. Given that the global economy is already experiencing great changes, the modern managers must be effective and sensitive to changes around them. The talent development expertise is worried on the best ways to prepare business managers to face the unexpected (Christiansen, 2011). Consequently, the challenges that the normally experience are not closely related to the leaders skills, knowledge, competence and capabilities. It is the responsibility of talent management professionals to help leaders realize their potentials. Upon gaining the required skills and experience, the leaders would be able to become

agile and dynamic.

Business leaders should not be short of the renowned qualities. For instance, they are expected to be critical thinkers, agents of change, innovators, strong communicators and decision makers. These qualities would always help them in handling ambiguity. Similarly, it would be possible for such leaders to promote collaboration and teamwork among the followers. Gotts and Cremer (2012) argue that strong leaders have been known for being couches and mentors. Creating such leaders is quite difficult (Kelly, 2012). The professionals would strive to develop leadership abilities that are not only important to the person but also critical to the organizational success. This implies that many leaders would be compelled to desert their comfort zones. Improvisation is a technique that talent development professionals have relied upon in creating new dimension of leadership in the society. It is viewed as a powerful tool to allow development of ideas among leaders. In relation to the core elements of techniques, embracement of new ideas is achievable.

According to Hastings (2009), the basic skills and knowledge that business leaders acquire when using the technique have helped in improving communication strengths. For instance, they can easily handle uncomfortable conversations thus promotes an atmosphere that is never based on judgment. The technique is also rapid-fire in nature. This has helped in improving the business manager's ability to think. According to Tutton (2010) leaders are expected to have strong negotiation skills. Improvisation is important in instilling the skills in the business leaders. It can allow an organization to become flexible, nimble and admissible to changes. This entails that the managers are easily taught on how best they can handle different situations thus avoiding economic crises. Consequently, it involves training managers on soft leadership skills.

Golden (2011) argued that the technique has helped managers in confiscating rigid structures that are affecting growth. The technique has also helped in developing the future leaders so that they become effective and responsible. Moreover, the majority of the twenty first century's generation has got used to 'learning by doing' principle, improvisations tends to be a great benefit. Through correspondent discovery, it is possible for the future business leaders to assist in becoming strong collaborators, visual communicators and expand their emotional intelligence. Given that they enjoy social interactions, they can easily be encouraged and trained to become creative leaders (Freifeld, 2013). According to Berk and Trieber (2009), the new generation of business leaders seems to be open. Their qualities are in tandem with those provided in the improvisation technique.

Using improvisation

The technique has appealed to many stakeholders in the

business environment. Many organizations and professionals have raged that improvisation method can easily be reinforced and its application is immediate (Gotts and Cremer, 2012). The exercises in this method are easy to use. Tools, techniques and skills are defined within the method. The business leader can thus handle the questions based on the guidelines provided. Since applied learning is normally used, reinforcing the technique is possible. This has always enhanced sustainable changes in the organization (Freifeld, 2013).

Studies have showed that improvisation can easily support organizational changes. It is also possible to establish strong environment that the executives are compelled to cease sitting back and pursue the solutions the hard way (Christiansen, 2011). This implies that the executives are easily supported using the technology to take risk, and become creative by accepting their mistakes. Freifeld (2013) has argued that the technique has facilitated personal transformation as each manager is given an opportunity to expand their behaviors and mindset to attain maximum organizational performance. Sustaining change is another costly affair. Every stakeholder must be brought on board. The executives must take the lead through lifetime performance. In the technique, the executives who are driven out of their comfort zone must be able to engage in performance coaching groups. This is essential in improving their decision making ability. They would thus view their identities as real performers.

Performance coaching group gives them an opportunity to rehearse for real-time environment. As a result, managers will be able to handle both organizational and communication challenges. The managers are always supported through the technique to improve their leadership qualities. Therefore, performance couching group is important in achieving development in an organization.

Application of improvisation

Developing critical skills in business leaders is quite difficult. However, with improvisation technique, it is possible to handle this challenge. In the modern business environment, leadership development programs have continuously been established. Improvisation is another important technique that as enhanced leadership development. According to Glazer (2008), the technique is plied in renowned global corporations including the United Way, McDonald and Pepsi. The corporations have upgraded their corporate training programs with improvisation. Additionally, the technique has been used in increasing diversity education and training in many organizations. For example the U.S Cellular has intensified diversity awareness campaigns through improvisation technique. Hastings (2009) also argued that the technique is used in

Nike Company, which has been seen in the designing of its products. Similar position was also asserted as noted by Thilmany in 2007. According to Golden (2011), improvisation technology has been essential in many organization. It has enabled most of the US based firms to realize competitive advantage in the dynamic market. The technique has made it possible to brainstorm, collaborate and improve creativity in their endeavors.

Many companies with outstanding performance have already established strong framework in support of the improvisation. They have entrusted the technique in creating leadership development at workplace (Bordas and Kramer, 1997). Additionally, some organizations have already partnered with different academic institutions to help in transforming managerial skills into creative leadership skills. Therefore, the academic partnership would help the managers to transform into leadership. Most of the academic institutions have established improvisation technology to gain an edge in the market (Gotts and Cremer, 2012). At the same, these organizations tend to attract high talented managers professionals that can easily instilled relevant skills associated with the technique. Consequently, the academic organizations have included most of improvisation courses in their faculty programs. This makes it easily to disseminate relevant information to the target audience. Glazer (2008) and Golden (2011) have argued that organizations that are prompting to use this technique should rely on academic partnership. Needless to state that academia is the heart beat and mini incubator for graduates nourishment and training. Today's academic institutions should periodically shave and update their curriculums to meet business challenges. They must not only build on yesterday graduates successes and glories but should create/recreate an internal incubator for a specialized major. This would, then, be the stepping stone to a career. This implies that the organization should work with highly trained professionals to help them achieve their goals. It will also make it easier for managers to understand the practical details of applying the technique in leadership development.

Shortcomings of improvisation technique

Technology has been essential in developing wide range of skills and expertise among business leaders, nonetheless, the technique may not be the best solution to the talent development skills required in the workplace, and it depends on the level of competencies and qualifications of such business leader. For example, certain leadership position requires an individual to be in possession of a given qualification (Tucker and Russell, 2004). With such specifications, it would be impossible to apply improvisation technique, which implies that the qualifications must align into a given skill. Consequently,

evaluating the leadership development activities of other leaders is important. However, some of the skills may not be compatible to the new business leader and the circumstance at hand. This technique is able to offer a range of tools that are essential in developing authentic skills required for a creative leader (Christiansen, 2011). Many have argued that the technique may not befit all circumstance and leaders, because it is directly depended on the team, leader and situation at hand. This implies that the technique may be a complete act of a blow to an organizational progress.

DO IT technique

This is another important method that many organizations have employed in developing their leaders, which entails doing the expectation based on the creativity of an individual. It is thus founded on a creative thinking of managers. In this method, the problem is easily identified and evaluated before it gets out of hands (Kelly, 2012). As a result, managers and creative leaders are able to maximize on the creativity techniques to achieve the required tasks. DO IT is an acronym that corresponds for:

D: Definition of the problem
O: Open-minded and the application of creativity technique
I: Identification of the best solution
T: Transform

Each of the letters represented the stages required in the creativity technique as follows:

I Definition of the problem: In this study, an individual would be compelled to analyze the problem so that only relevant questions are asked. In transforming managers into creative leaders, it is important to consider the problem. Tackling such problems would essentially help in identifying the challenges. In addressing the issue, it is important to look into the root causes of the problems associated with managers compared to leaders. Repeating the causes related to the causes of the problem would make it possible for an individual to understand the born of contention. Additionally, an individual would be required to lay bound of the problem. According to Tucker and Russell (2004), this can easily be achieved by establishing main objectives that would act as guidelines. As a result, the constraints that are likely to occur would be identified. Transforming managerial skills into creative leaders is an essential large problem (Kelly, 2012). This requires simplification of the problem at hand, which allows for precise identification of each problem. Thereafter, the problem should essentially be described.

ii. Open-minded and the application of creative methods: The most important issue is identifying the problem at hand, and generates different solutions rather

than accepting a single solution, because it would be impossible to gather enough information relating to the dynamics of the problem (Christiansen, 2011). It is important to generate and discuss different forms of ideas even if ghastly ideas arise. Thus, such ideas may be the source of excellent ideas. Given that people have divergent opinions, good managers are expected to seek the views of other stakeholders. For instance, the followers and employee would feel that they own the organization whenever they are involved in the decision-making.

iii. Identification of the best solution: It is important to consider available solutions and analyze them; consequently, it will help in generating the best ideas that could seemingly be obvious. According to Christiansen (2011), selection of any one idea involving transforming managers into leaders could require an extreme approach. This would help in defining different solutions available. It is expected that an individual best rely on decision-making technique to select the best solution (Tucker and Russell, 2004). For instance, an individual may opt to use force field analysis or decision tree analysis. The guiding principle in this process is the organizational goal which provides the framework that is depended upon in developing good and creative leader (Kelly, 2012). It is expected that a creative leader would always select the best solutions possible.

iv. Transformation: In this stage, implementation of the solution identified in the previous stage is very important. Transformation involves a wide range of issues. To begin with, an individual should start by developing a reliable and high quality product, practice transformational leadership style and allow collaboration between different stakeholders. Additionally, the organization should be concerned about the marketing and business aspects. As a result, it is important to consider the best skills that would allow an individual to attract and retain customers in the market. Given that competition has intensified, it is important to consider failures of some of the new ideas. Kelly (2012) argued that identification and instilling of the creative skills in business managers requires extreme efforts and energy. And an individual was never born or developed using the new ideas (Conger and Lawler, 1992). For instance, changing an autocratic manager into a transformational leader can never be achieved on a silver platter. To make this step a success, an individual should develop an action plan that is achievable (Freifeld, 2013). A transformation can never be achieved without clear roadmap. Therefore, a business plan can be developed in an effort to transform the aforementioned skills. This makes the implementation simpler.

Conclusion and recommendations

Transforming managerial skills into creative leadership skills is no longer a mysterious learning tool. To mitigate

pressure of an organization, senior managers should learn that cracking the code of change resides in understanding and subscribe to cultivating talented people. Transformation is the capitalization on creativity, collaboration, motivation, useful skills, useful knowledge, talent, and innovation. It is a process and personal development. Moreover, Improvisation technique is one of the best options to create results among the business leaders. When properly implemented, then the organization environment would be founded on trust, honesty, and teamwork. In addition, improvisation method of leadership development program is essential in improving tolerance and communication skills. As such, the business leaders are able to overcome diversity dilemma and ambiguity to change. This implies that the leaders would be able to promote creativity and innovation across the organization. They thus feel self-confident and can easily take risks.

Consequently, DO IT creativity technique is another important tool that is essential in transforming managers into creative leaders. It is based on pillars including definition of the problem, open mind, best solution identification and transformation. Based on this technique, every problem must be triggered. In finding a lasting solution, many problems also occur such that the management cannot really handle. Transformational leadership involves team building and collaboration. When the technique is used, it is possible to create an action plan that would be relied upon in developing creative leader.

To contemplate transformational skills, managers must understand the accurate substantive measurement of the knowledge economy. Managers should learn to embrace change. Managers should become a "coach" to be able to unleash the potential in their organization. Managers should learn to be held responsible when a delegated associate fails. Managers should sustain their learning tools in today's turbulent and fierce business environment.

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