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**VIRAL MANAGEMENT AS A SUBSET OF  
CREATIVE MANAGEMENT IN CONDITIONS  
OF FINANCIAL INSTABILITY**

**ВІРУСНИЙ МЕНЕДЖМЕНТ ЯК ПІДВИД  
КРЕАТИВНОГО МЕНЕДЖМЕНТУ В УМОВАХ  
ФІНАНСОВОЇ НЕСТАБІЛЬНОСТІ**

**Urgency of the research.** In the period of globalization, financial instability and high competition both in the international labour market and in every enterprise (small or large, profitable or non-profit, operating in a local or intercultural environment), there is a need for a certain percentage of employees who can think in a creative and inventive way and captivate other workers by it.

**Target setting.** Providing a rationale for the necessity of forming creative thinking among employees of the enterprise and the viability of viral management implementation.

**Actual scientific research and issues analysis.** The issue of organizational development is a major focus of interest of such field experts as Biletska K., Zadorozhnyuk N., Zinkevich D., Lesakova L., Prodius O., who prove that the modern enterprise needs creative workers who can stimulate others.

**Uninvestigated parts of general matters defining.** The necessity of studying viral management as a modern form of creative management, whose purpose is to stimulate non-standard thinking of employees in order to increase their efficiency.

**The research objective.** Providing a rationale for the necessity of viral management implementation, whose main idea is the "infection" of the enterprise and mainly employees with one or another "virus" in the form of a general idea or purpose.

**The statement of basic materials.** The article states that viral management is a subset of creative management, since only a creative person can become a virus carrier. It has been proved that a person who possesses at least one of the elements of creativity can become a virus carrier. The authors of the article suggest a classification of virus carriers: a trojan, a spy, a vandal. The main task of virus carriers has been identified which is definition of employees' strengths and formation of workers groups in such a way that they fully meet these skills.

**Conclusions.** Viral management, as a subset of creative management, involves a certain degree of automatic change, an internal "obsession" with a particular innovation, involvement of an informal personal factor. So, the main task, with the implemented "virus" to bring positive results, not damage, to a company, is for the company gone through the virus to become stronger, more powerful, more efficient.

**Keywords:** a virus; creativity; management; an employee; an enterprise; financial instability.

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**Актуальність теми дослідження.** У період глобалізації, фінансової нестабільності і високої конкуренції як на міжнародному ринку праці, так і на кожному підприємстві (невеликому або великому, прибутковому або некомерційному, що працює в локальному або міжкультурному середовищі) необхідний відсоток співробітників, здатних креативно і творчо мислити та заражати цим інших працівників.

**Постановка проблеми.** Обґрунтування необхідності формування креативного мислення у працівників підприємства та доцільності впровадження вірусного менеджменту.

**Аналіз останніх досліджень і публікацій.** Питання креативного мислення знаходяться в центрі уваги: Білецька К., Задорожнюк Н., Зінкевич Д., Лесакової Л., Продиус О. доводять, що на сучасному підприємстві необхідні творчі співробітники, які можуть стимулювати інших.

**Виділення недосліджених частин загальної проблеми.** Визначено необхідність дослідження вірусного менеджменту, як сучасної форми креативного менеджменту, метою якого є стимулювання нестандартного мислення працівників для підвищення ефективності їх праці.

**Постановка завдання.** Обґрунтування необхідності впровадження вірусного менеджменту, основна ідея якого є «зараження» підприємства і, головним чином співробітників тим чи іншим «вірусом» у вигляді загальної ідеї або мети.

**Викладення основного матеріалу.** Встановлено, що вірусний менеджмент є підвидом креативного менеджменту, тому що тільки креативна людина може стати вірусноносієм. Доведено, що вірусноносієм може стати людина володіє хоча б одним з елементів креативності. Запропоновано класифікацію вірусноносіїв: троян, шпигун, вандал. Виділено основне завдання вірусноносіїв – визначення сильних сторін співробітників та формування груп працівників таким чином, щоб вони повністю відповідали цим навичкам.

**Висновки відповідно до статті.** Вірусний менеджмент, як підвид креативного менеджменту передбачає певну автоматичність змін, внутрішню «одержимість» тієї чи іншої новацією, задіяння неформального особистісного фактора. І головне завдання, щоб впроваджений на підприємство «вірус» в кінцевому підсумку приносить користь, а не шкоду, щоб, «перехворівши», підприємство стало сильнішим, могутнішим, ефективнішим.

**Ключові слова:** вірус; креативність; менеджмент; співробітник; підприємство; фінансова нестабільність.

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**Urgency of the research.** In the current context of unstable socio-economic, market, financial, and competitive conditions in the business world it can be argued that creativity, non-standard thinking, the ability to creatively approach the solution of emerging problems comes to the fore. Employees who have such skills are highly valued. And those who can teach such thinking, “infect” others with their ideas, become irreplaceable for the management of enterprises.

Creativity is a very important aspect of a market economy and, at the same time, an ambivalent and controversial phenomenon that encompasses both positive and negative aspects. The main task of modern progressive leaders is to identify employees who can think and teach creatively, properly motivate them and provide an opportunity to discover and share their potential. That is, turning them into “virus carriers” of ideas that can convey these ideas to other workers, thereby increasing the efficiency of the entire enterprise. Otherwise, such employees may lose their desire to think in a non-standard way and use creative approaches and, as a result, move to the bulk of mere performers.

**Target setting.** The article is aimed at providing a rationale for the necessity of forming company employees’ creative thinking and the feasibility of introducing viral management.

**Actual scientific researches and issues analysis.** In the period of globalization, financial instability and high competition both in the international labour market and in every enterprise (small or large, profitable or non-profit, operating in a local or intercultural environment), there is a need for a certain percentage of employees who can think in a creative and inventive way and captivate other workers by it. This is a prerequisite for improving the efficiency of completing tasks, because a person who is “infected” with an idea thinks in a more non-standard and productive way than an employee who does not know why they do one or another job. Innovation plays a central role in a knowledge-based economy; it is practically ubiquitous and applies to all areas. Innovation is becoming the philosophy of the future. An enterprise that encourages innovation is creating prerequisites for new procedures and decisions. This requires the presence of employees with creative potential in the enterprise, as well as the introduction of new, progressive methods and techniques for staff development [1, 7]. Creative thinking and behavior should belong to the qualification criteria of each manager. Managers often represent creativity as a general part of their managerial work, which gives space to self-realization, but they do not pay attention to creating such an environment for their employees. Due to this fact, there is no “infection” with ideas, and the majority of employees remain beyond the limits of creative thinking and basic idea. However, it is very important for the company to develop creativity of all employees, and not just managers. It is assumed that managers will use their knowledge not only to develop their own creativity, skills and self-motivation, but also to develop an appropriate environment for creativity development and employee participation in creative systems to solve emerging problems.

For the first time, issues of creative management were raised by such foreign scholars as J. Gilford and E. Torrens. Among the contemporary scientists whose works are devoted to creative management, one should mention such as K. V. Biletska (who pays attention to the formation of a creative leader as a manager of a new generation) [2], N. O. Zadorozhnyuk (who explores the key concepts of creative management) [3], D. K. Zinkevich (who examines the essence of creative management and determines its place in the management system of the machine-building enterprise) [4], O. I. Prodius (who distinguishes creative management as a component of the enterprise management system) [5]. However, such a direction as viral management has not been sufficiently researched and requires a more thorough study and implementation at modern enterprises.

**The research objective.** To identify peculiarities of creative management in the current conditions of financial instability and find out the prerequisites for the introduction of viral management implementation, whose main idea is the “infection” of the enterprise and mainly employees with one or another “virus” in the form of a general mission, idea or purpose.

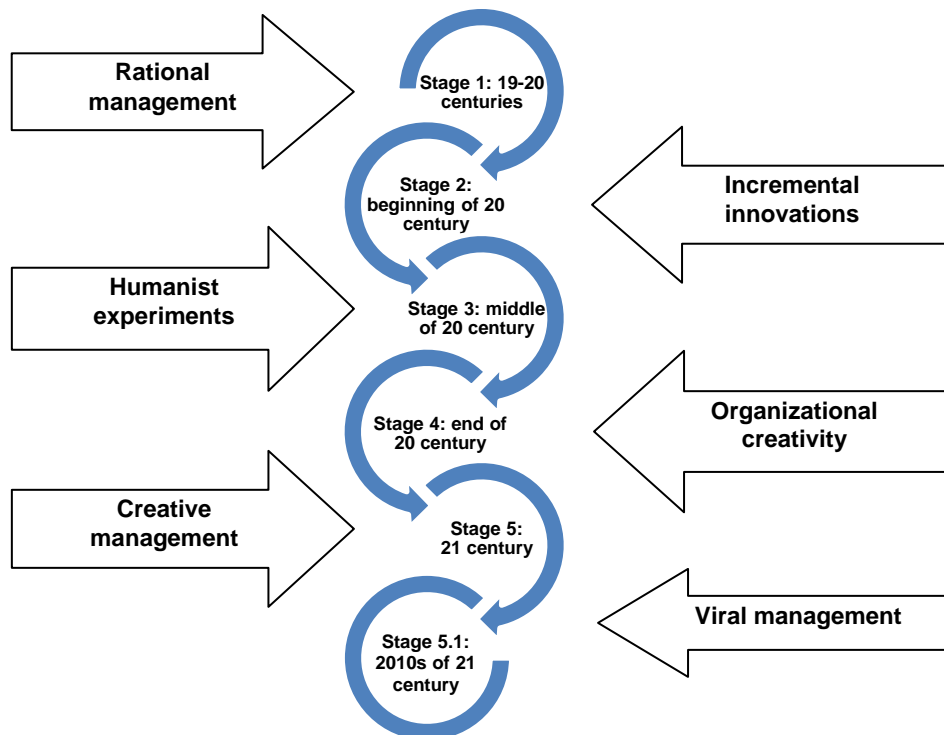
**The statement of basic materials.** Creative management is a study and management practice based on the theory of creative processes and their individual, group, organizational and cultural levels.

In the current business environment, the search for employees who do not just perform their work, but are inspired, offer new ideas and implement them, and also “infect” other employees with their ideas, comes to the fore. Thus, “creative management” in management practice becomes “viral management”. Viral management can be viewed as a new direction of enterprise management, based

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on changing the behaviour of workers, infecting them with a new idea in order to bring the company to the desired result.

There are five stages of management theory (Fig. 1). The authors suggest defining Substage 5.1.



**Fig 1. Management Theory Stages**

Source: created by the authors

Stage 1: the 19<sup>th</sup>-20<sup>th</sup> centuries – rational management (was developed in the USA. Ford and Taylor made a significant contribution to the efficiency of the production line).

Stage 2: the beginning of the 20<sup>th</sup> century – incremental innovations (the Japanese approach “Overall Quality” with structural subgroups ensures further efficiency).

Stage 3: the middle of the 20<sup>th</sup> century – humanist experiments (European and American efforts to achieve individualized motivation at enterprises and welfare of workers).

Stage 4: the end of the 20<sup>th</sup> century – organizational creativity (institutional efforts to introduce more creative organizational methods and results).

Stage 5: the 21<sup>st</sup> century – creative management (globalized efforts are aimed at better disseminating and integrating the transfer of knowledge of creative theories and practices).

Stage 5.1: the 2010s of the 21<sup>st</sup> century – viral management (“infection” of the enterprise and, mainly, employees with one or another “virus” in the form of a general idea or purpose).

Viral management is a subset of creative management, because only a creative person can become a virus carrier. Creativity is based on applied imagination, intelligence, ingenuity and self-learning. Thus, T. M. Amaystyle distinguishes three essential elements of creativity [6]:

1. The competence, which includes knowledge, skills, experience.
2. Creative thinking, which includes flexibility, ingenuity and persistence in finding solutions, using creative thinking methods.
3. Motivation: internal - personal interest in solving the problem, desire for self-realization and application of one’s knowledge, external - material incentives and promotion. At the same time, in creativity a more important role is played by internal motivation.

Any person who possesses at least one of the elements of creativity can become a virus carrier.

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Thus, the virus type will depend on this fact - by analogy with computer viruses (Tab. 1).

Table 1

**Virus Carriers Classification**

Virus Carrier	Characteristics	Who can be
Trojan	Trojans got their name in honour of the story about the Trojan horse. These are specialists who are brought into the organization by the management under the guise of ordinary employees, so that they can identify the weaknesses from the inside and then "infect" employees.	As a rule, experts in a particular direction of the organization
Spy	These are employees of the enterprise who have unconventional, creative thinking and are able to teach others. The advantage is that they are well aware of the features of the enterprise and do not need time to study other employees. Their downside is that they are known by other workers, thus, there may be internal misunderstandings.	Employees of the enterprise
Vandal	These are interns who come to the company to study, however, they show exceptional abilities, learn quickly, start working better than their mentors, offer innovative ideas and subsequently teach employees of the company.	Young professionals, students.

**Source:** created by the authors

Each employee has their strengths and weaknesses. Even if an employee shows weakness in 99 per cent of the tasks they get, they will be able to achieve an incredible success in the remaining 1 per cent. To achieve maximum efficiency, virus carriers should work with the employees' strengths, focus on what they do effectively. It is particularly important in conditions of financial instability, when it is necessary to quickly find non-standard ways to solve problems in finding alternative sources of funding, efficient use of available financial resources, forecasting probable risks.

Consequently, the main task of virus carriers is to identify the strengths of the staff and form groups of workers in such a way that they fully correspond to these skills. It allows employees to fully achieve their potential, get maximum pleasure from work, and most importantly - perform it as efficiently as possible, with the greatest benefit to the company.

**Conclusions.** The business environment is rapidly changing due to socio-economic, financial, globalization processes. Therefore, management research should also change accordingly. At the moment, it is not enough for employees of the company to simply perform tasks, the management is beginning to appreciate the creative approach to work. Creative management acquires development in a new subset - viral management. This direction of management is aimed at finding workers who not only can think and execute tasks unconventionally, but also teach other employees, "infect" them with one or another idea. This approach will help the management to encourage employees to innovate, develop an innovative approach, and increase the efficiency of the company as a whole. Therefore, this study should strengthen the role of viral management in accelerating such changes in academic and institutional practical communities.

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