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## **ПЕРЕШКОДИ РОЗВИТКУ ІННОВАЦІЙНИХ ІНІЦІАТИВ**

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### **OBSTACLES TO THE DEVELOPMENT OF INNOVATIVE INITIATIVES**

Managers play the key role in the emergence of innovative initiatives. They may either actively support the creation of innovations or explicitly as well as implicitly hamper innovation activity. The main problem, hampering the innovations, could consist of unsuitable or inappropriate management style.

The reasons for limiting innovative initiatives include psychological and emotional factors, such as fear of being wrong, misunderstood, criticized, regarded as incompetent. They also include professional factors, such as competitiveness and related conflicts, lack of experience, over-categorical judgments, lack of alternative options, narrow knowledge. The perception factors, limiting the innovative initiative, include categorical and narrow thoughts, lack of adequate intellectual level. Finally, personal factors include ambition, sensitivity, idleness, arrogance, self-interest, and conservatism.

Among the other obstacles, there are inadequate or ineffective motivation techniques used by managers. The reference to an employee that made a mistake as a negative example or the support of the employees that lack the innovators' features could serve as an illustration of such inadequate techniques. The employees should have the room for mistakes in order to reveal their innovative potential.

In addition, the excessive bureaucracy of organizational structures hampers the innovative process to a large degree and prevents both the generation of ideas and introduction of innovations. This situation involves fear and constraints that discourage creativity.

Another problem for innovation is the manager's conservatism. Manager does not see or is unwilling to see the innovative idea as feasible. As a result, an idea lacks the support and further practical development. However, the experience of successful companies proves that many brilliant ideas seem, at the first sight, unfeasible or inadmissible in that organization or even in the society.

Often the problem that is related to the lack of creativity includes the differences in the situation assessment between the employees and the senior management that lead to unfavorable perception of innovation. This might be explained by the fact that the company management possesses the important and valuable information which is not available for employees. Such a problem could be solved by building the efficient vertical communication networks.

The next problem is the lack of horizontal connections or their weak or inefficient coordination in the organization. Successful innovations require the experience engagement of several departments all together, whereas unsuccessful innovations are often the result of the weak cooperation. Therefore, the big companies working on innovations actively involve the employees of different departments into the innovation process. The small innovation organizations solve this problem by modifying the team roles.

Many employees lack creativity in their work due to the permanent time issues related inadequate allocation of tasks or lack of time management. At the same time the senior management is often in a stress that leads them to grasp the very first idea and stop searching for new creative ideas. These and other problems could be addressed by the efficient innovation management.