

## EXAMPLES FOR THE TRAINER

In the economic and administrative sector, as in other sectors, there are also "enemies" of creativity. One of them is the feeling of uncertainty, which also contributes to limiting creativity and innovation. It may be the result of crisis tendencies (in the organisation, in the industry, and finally in the entire economy).

However, it may also result from the lack of an appropriate information policy, or it may be the result of a poorly conducted communication policy. The feeling of uncertainty is conducive to waiting attitudes and various protective behaviours (hiding behind procedures, avoiding or postponing decisions, searching for safe and non-controversial tasks, etc.).

Another intra-organisational barrier to creativity and innovation is the large number of stressors accompanying work and the permanent sense of threat associated with it. Creativity and innovation require a great sense of security. The problem of most Polish enterprises is functioning under the pressure of current problems, tasks and "issues to be dealt with".

However, if an organisation is dominated by the rhetoric of short-term planning and "things to do", manifestations of creative and innovative thinking must necessarily be suppressed, or at least pushed to the background (as "interesting proposals, but not for now", "topics to which it will be necessary to return when the situation calms down and clarifies", "postulates worth considering", etc.).

