Organizational creativity of military organization
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The role of warfare can be seen to evolve in the global scale, because of the influence of future technologies. The impact and effectiveness of technological innovations in warfare is growing. Operational management faces similar changes since the previous strategies and tactics are needed to be adapted to the new rules of the battlefield. For small countries, such as Finland, the opportunity to overcome these issues is to innovate. This requires using creativity and taking advantage of a holistic perspective on the organization.

The concept of creativity is difficult to define. In general, it can be considered as an ability to take new perspectives on something and build them into something original that is functional. It also involves skills to produce some practical result. Military organizations are bureaucratic and therefore react slowly to change, even if the threats that they face are complex and dynamic. This makes these organizations rigid averse to uncertainty. Organizations tend to be bureacratic, but do all core processses need to be constructed this way? Or is it possible to convert these bureacratic parts into more dynamic operations that make full use of creative methods and support decision making? Military organisations should identify these aspects and structure the organization within the military context.

The economic challenges affect military authories and the ability to sustain credible defences. When monetary resources decrease, organizations need to adjust accordingly. To maintain operational efficiency innovative solutions are needed. This can be facilitated by the use of creativity, complementary organizational structures and suitable management techniques. It is recognized that strategic level analyses of public sector organizations highlight the notion that hierarchical structures need clarity and predictability. The organizations' formal power that is achieved through efficiency allows the bureaucratic organization a controlled and desired quick result. It is important to understand that the creativity and innovativeness are opportunities which the military organization should use to increase the efficiency of processes and performance improvements. We need to create new ideas, even innovations, and through these means develop the organizations further.

In warfare a significant advantage can be achieved by the development of a single great innovation. Do small countries then invest in the discovery of innovations by themselves, or do they look to co-operate with partners, or just rely on step by step improvements of existing technologies? Responding to new threats requires more than using the same old standard approaches. Can the small 'players' sometimes rely on developing a cheaper and simpler countermeasure for winning in battle against a force with a greater technological superiority? Sometimes they can. A part of the reason could be that large systems are composed of many small parts that naturally expose to more risks. Then again, smaller forces have to be more thoughtful and above all have better leadership and management skills.

Public administration has a number of different management trends. Trends vary depending on the era and different cultures. In practise, management styles are usually hybrid combinations of basic

models. The work of authorities can not be based solely on intuition, but rather a predetermined operational plan. The formal power of organization allows for a efficient, controlled and quick decision in a bureaucratic organization. This, however, is not enough to achieve optimal efficiency. The organization must be aware of what creativity means within its own context. This research structure combines testing and real world practises to form the working hypothesis. Military organizations do not exploit all possible potential that is attainable to them.

We need variation in practices and implementation of new processes for the organization. This study aims to better understand the possibilities for military organizations to be flexible; capable of regenerating themselves; to diversify and be more interactive. We can achieve the normal process efficiency for general military organizations' processes that are in the optimal state in which processes are safely executed. But what if creativity and uncertainty can be used to achieve exceptional efficiency, and thus organization can get closer to the ideal model of a learning organization?