

# ORGANIZATIONAL CREATIVITY OF MILITARY ORGANIZATION



**Rajavartiolaitos**  
Gränsbevakningsväsendet  
The Finnish Border Guard

*Captain, Doctoral Student*  
*Finnish National Defence University*  
*Jani Liikola*  
*(Leadership and Military Pedagogy)*



# Aim of the Research

## Case study of military organizations in Finland

- 1) How can we improve effectiveness of the military organization through organizational creativity?
- 2) How military personnel of the organization sees creativity in their organization, and how this understanding can be developed with different functions primarily in processes, but also in the organization and the environment in order to achieve such dynamism and even innovation?

**Hypothesis:** Our military organizations need changes, more technological innovations and creative thinking.



# The Finnish Border Guard = "Military Organization"

- The Finnish Border Guard is an **internal security agency** operating under the Ministry of the Interior
- The Border Guard has been issued six core functions: border surveillance, border checks, crime prevention, maritime safety, international cooperation and national defence.
- Main tasks are:
  - to guard Finland's borders on land and at sea; carry out border checks on persons at land border crossing points, ports and airports; perform search and rescue operations, particularly at sea.
  - Organizational structure is military
- Chief of the Border Guard: Lieutenant General Jaakko Kaukanen
- More details [www.raja.fi](http://www.raja.fi)



# Introduction #1

- Security and economy go hand in hand
  - ✓ Economic situation in Finland is difficult
  - ✓ At same time we will buy new jetfighters and battleships?
  - ✓ We are not allied with anyone
- We need innovative solutions to maintain credible defence
- These issues could be partially solved by:
  - Creativity,
  - Complementary organizational structures,
  - Suitable management techniques
  - "New thinking" -> What is it?
  - Of course more money...



# Introduction #2

- The term 'organizational creativity' is a way to understand a new perspective on military organizations
- How we can improve the efficiency of military organizations?
  - My assumptions are that with organizational creativity we can construct more dynamic and "flexible" organization
  - First we must recognize our weaknesses of organizational structure and then improve on discovered opportunities



# Basic Definition

- The concept of creativity is difficult to define.
  - An ability to take new perspectives on something and build them into something original that is functional
- To produce some practical result “innovation”
- *“Creativity is the production of novel ja useful ideas in any domain”*
- *“Innovation is the successful implementation of creative ideas within an organization.”* Amabile 1996
- Organizational creativity is defined as *“production of novel and useful outcomes by people working together in complex organizational context”* (Woodman et al., 1993)

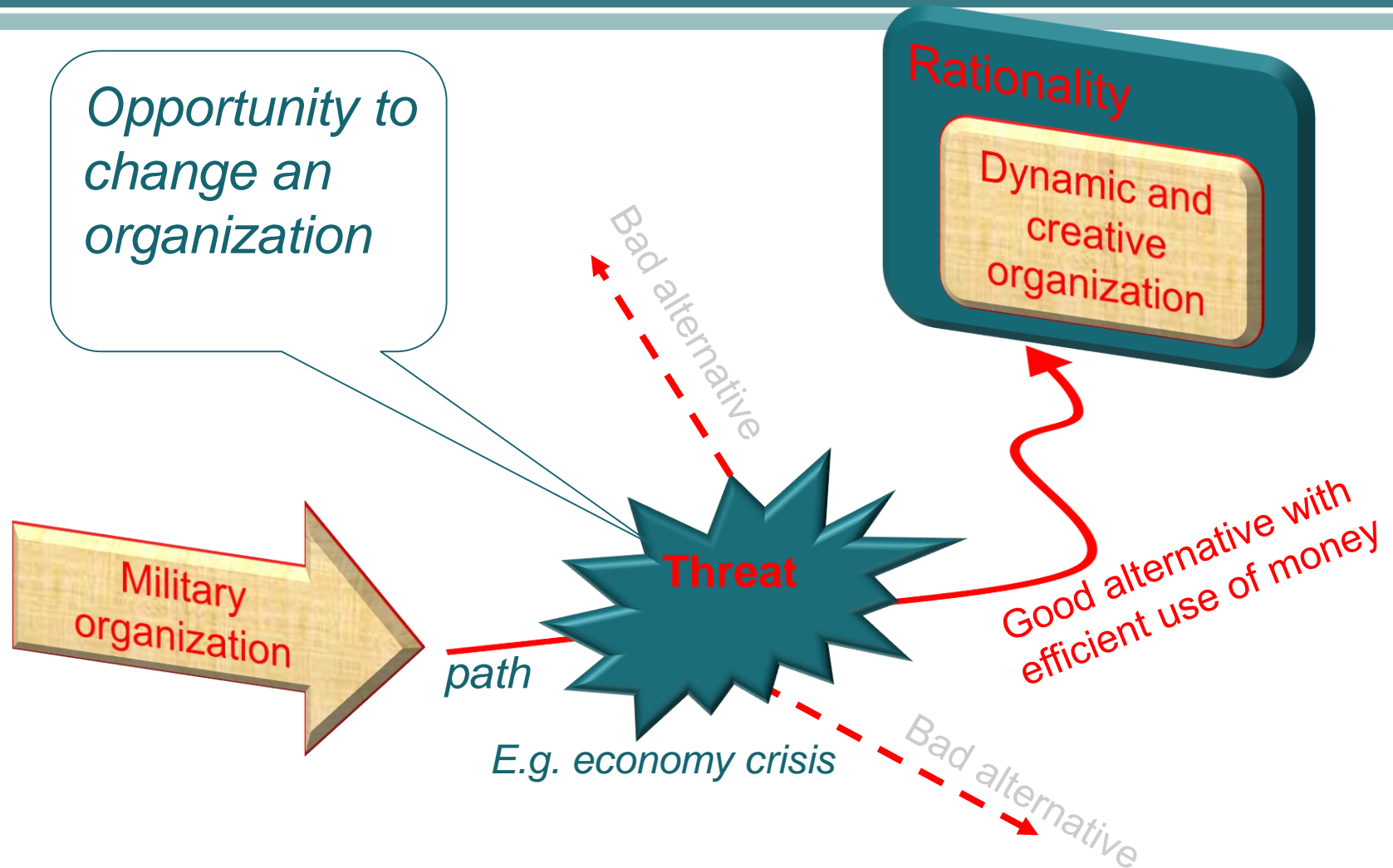


# The Military Organizations

- Military organization = Bureaucratic, linear, "we *hate* uncertainty"
- Hierarchical structures need clarity and predictability.
- Organizations' formal power
- React slowly to change?
  - Time and space, virtuality
  - Threats that they face are complex and dynamic
- Organizations tend to be bureaucratic, but do all core processes need to be constructed in this way?
- Or is it possible to convert these bureaucratic parts into more dynamic operations that make full use of creative methods and support decision making?
- How do organizational structures deal with creativity during times of peace and war?



# Threat = "complex process" creates possibilities





# Main Terms for Organizational Creativity



Creativity (point of view):

- Process
  - Environment
  - Innovation
  - Individual
- = organizational creativity**



# Preliminary Conclusions

- We must change structure of process
- To know how concept of "time" takes different shapes in military organizations (e.g. in process of decision making)
- We need to know what kind of creativity we have in organizations
- Even organizations with military structure need more flexibility in normal "peacetime"
- Leaders have to learn creativity methods and know principles of creativity (more education)
- We must construct our own innovations in Finland
  - Is that even possible?



# Thank you!

