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**Адебий Адекеми Фэвоур,**

Студент магистратура, 2 курса (М-Мб-24)

Федеральное государственное бюджетное образовательное учреждение  
высшего образования «Уральский государственный экономический

университет»

(УрГЭУ)

Екатеринбург

**ДИЗАЙН-МЫШЛЕНИЕ КАК ИНСТРУМЕНТ УПРАВЛЕНИЯ  
КРЕАТИВНОСТЬЮ В КУЛЬТУРНО РАЗНООБРАЗНЫХ  
РАСПРЕДЕЛЁННЫХ ГЛОБАЛЬНЫХ КОМАНДАХ**

**Ключевые слова:** дизайн-мышление; культурное разнообразие; распределённые команды; командная креативность; межкультурная компетентность; психологическая безопасность; переключение перспектив; эмпатия; идеация; межкультурный менеджмент; глобальные команды; инновации; инновационный менеджмент.

**Keywords:** design thinking; cultural diversity; distributed teams; team creativity; intercultural competence; psychological safety; perspective-switching; empathy; ideation; cross-cultural management; global teams; innovation; innovation management.

**Аннотация:** Данная статья рассматривает дизайн-мышление (ДМ) как процессный инструмент управления командной креативностью в культурно разнообразных распределённых коллективах. Опираясь на Комплементарную модель культуры и креативности (СМСС), авторы показывают, что именно переключение культурных перспектив, а не само демографическое разнообразие, обеспечивает инновационное преимущество. ДМ операционализирует этот механизм через стадии эмпатии и структурированной идеации, формируя общий процессный язык для участников с различным культурным происхождением. Эмпирические данные подтверждают, что применение ДМ повышает уровень межкультурной открытости у 91% и любознательности у 88% участников. Необходимым условием является создание психологической безопасности в команде.

**Annotation:** This article examines Design Thinking (DT) as a process framework for managing team creativity in culturally diverse and distributed settings. Drawing on the Complementary Model of Culture and Creativity (CMCC), we argue that it is perspective-switching—not just demographic diversity—that generates creative advantage in multicultural teams. DT operationalizes this mechanism through its empathy and structured ideation stages, establishing a culturally neutral procedural language that transcends individual cultural dispositions. Empirical evidence shows that DT implementation raised intercultural openness in 91% and curiosity in 88% of participants. Psychological safety is identified as the critical organizational precondition for these benefits to materialize and made effective..

Distributed global teams offer organizations access to diverse talent, round-the-clock operations, and proximity to multiple markets simultaneously. Yet geographic separation and cultural heterogeneity constrain creative output when left unmanaged: virtual collaboration reduces the informal interaction that builds shared

cognitive frameworks, while divergent cultural norms around authority and ambiguity suppress authentic participation in idea generation (Jolak et al., 2021). Research on distributed software development confirms that geographic distance measurably reduces the time teams spend exploring problem spaces—which is a direct constraint on the quality of creative output that requires deliberate process design to compensate, rather than informal relational adjustment alone. The Complementary Model of Culture and Creativity (CMCC) clarifies the underlying causal mechanism. Leung, Koh, and Lee (2020) demonstrate that cultural diversity generates creative advantage only when team members actively switch between cultural frames rather than defaulting to their own cognitive schemas. The CMCC identifies three bidimensional psychological processes through which culture shapes team creativity: the tension between stereotyping and destabilizing cultural norms; the alternation between cultural fixation and active frame-switching; and the dynamic between distancing from and integrating diverse cultural perspectives. It is perspective-switching—not demographic composition alone—that disrupts groupthink, broadens the collective ideation space, and enables multicultural teams to consistently outperform monocultural ones. Without deliberate structural support for this mechanism, cultural heterogeneity produces conflict and misalignment rather than creative innovation, regardless of how diverse a team's composition may be. Design Thinking (DT) provides specifically this structural support to worldwide organizations and businesses. Defined as an iterative, human-centered process grounded in empathy, collaborative ideation, and prototyping (Rösch, Tiberius, & Kraus, 2023), DT establishes a culturally neutral procedural language within which contributions from all cultural standpoints are not merely tolerated but structurally required and valued. A systematic review of 164 scholarly publications confirms that DT promotes innovative behavior at both individual and organizational levels by breaking down cognitive biases and enabling the authentic expression of diverse

viewpoints. The empathy stage operationalizes frame-switching directly: participants must immerse themselves in the lived worldviews of colleagues and users from different backgrounds before any problem is formally defined. The subsequent ideation stage maximizes the breadth of cultural input, and convergent processes then refine the most promising candidate solutions into testable, concrete prototypes. Direct empirical support comes from Hantsiuk, Vintoniv, Opar, and Hryvna (2021), who applied a DT-based pedagogical framework in intercultural education and documented measurable post-intervention gains across all dimensions of intercultural competence: 91% of participants showed increased openness toward other cultures and 88% demonstrated heightened curiosity about the motivations and perspectives of colleagues from different backgrounds—precisely the interpersonal capacities that productive cross-cultural collaboration demands. These outcomes were consistent across participants with markedly different national backgrounds, reinforcing the conclusion that DT's iterative process architecture effectively generates intercultural competence regardless of the specific cultural combinations present within a given team. One critical precondition must be deliberately cultivated for these benefits to materialize and be effective: psychological safety, which is defined as the shared team belief that expressing unconventional ideas or dissenting views will not invite social punishment. Without it, members from high power-distance cultures withhold contributions, and DT's empathy stage degenerates into performative compliance rather than genuine engagement. Leaders of globally distributed teams must therefore model and practice the acts of intellectual openness, actively signal the value of every cultural perspective, and design meeting structures that enable equitable participation across all backgrounds. Practical recommendations include rotating facilitation roles to distribute decision-making authority, establishing explicit team norms that protect dissenting voices, and adopting asynchronous digital collaboration tools that reduce the interpersonal

pressure of real-time interaction. When these organizational conditions are deliberately adopted and maintained, Design Thinking functions not merely as a product innovation methodology but as a systematic framework for converting cultural diversity into a measurable and durable driver of global competitive advantage.

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