

BUILDING UP CREATIVITY AS A PROFESSIONAL SKILL OF THE MODERN MANAGER

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ABSTRACT

The paper focuses on the management professionalism concept in the framework of a new type of economy, the "creative economy". In accordance with the skill-based approach accounting for the general professionalism model applicable to most occupations, a range of creative management abilities has been specified. It is creativity that turns into a professionally important feature of a modern manager which can be developed by occupational training educational programs and relevant training courses such as the Theory of Inventive Problem Solving and the Theory of Management Decision-Making. They enhance the understanding that internal factors and environment-related factors are essential to improving creative abilities. The creative class theory directly interrelates the development of this new social stratum with the economic success of regions. Under modern civilizational development, small regions can have greater economic power, since there is already no need for large material and human resources; another change in the economy is associated with the transition from firms' competition for markets to the competition of cities for creative professionals.

Keywords: creativity, professional skill, manager, education, creative economy

INTRODUCTION

The subject related to the impact of occupational training, the quality of human resources and the availability of qualified specialists on the regional economy has been studied quite well in economic theory. However, the issue of human potential re-emerged for economists in a new perspective in the second half of the first decade of the 21 century. This is primarily because of the identification of a new social class referred to as the creative class. The creative class theory directly interrelates the development of this social stratum with the economic success of regions. According to this theory, the core of the creative class is made up of people employed in scientific and technical domains, architecture, design, education, art, music and entertainment whose economic function lies in generating new ideas, new technologies and new creative content. Creativity is regarded not as a socio-cultural function, but as an economic one. Along with the core, the creative class includes an extensive group of creative professionals

employed in business, finance and other related fields. These people are engaged in solving intricate tasks that call for independence of thought as well as a high level of education. For those who represent the creative class, all aspects and all manifestations of creativity - technological, cultural and economic - are essential, interconnected and inseparable.

MAIN BODY

The modern Russian economy, along with a ramp-up in raw material and industrial production, is also undergoing re-industrialization. An impartial assessment of both Russian and global trends of modern civilization development points to the significance of cultural potential at the stage of transition from an industrial society to an information one. The intensity of society overcoming a series of social, religious and ethnic conflicts is related to the growth in the level of social culture and education. The process of production is in a state of continuous change as well. These days, the intellectual component of it keeps gaining momentum with more creative mental energy used for production. Whereas we used to create more physical and material things in the past, nowadays we are creating more software products; incorporeal things which are still a product that is sold on the same markets the share of which is growing.

A quick shift in objectives and substance of activities is getting to be a trend in businesses in various industries. The period between the emergence of new technologies growing shorter and new production targets, on the one hand, and the rapid pace of change in the environment with corresponding new business demands on the other hand, have shifted the focus in the management professionalism concept. In order to make conclusions about the content of management professionalism, it is important to take into consideration the trends which bring about change in the substance behind the activities of modern managers. A lot of companies, especially those that are engaged in rapidly growing businesses and production of high-tech goods and services have had their views on the substance of professionalism among managers change. The most professional managers are now viewed as not those individuals who have a firm grasp of the tasks at hand, but those who in addition to this quickly adapt to new challenges and to the constantly changing conditions in the activities that the company pursues. The speed and quality of mastering new expertise and skills which allow them to change their behaviour and adapt quickly to new tasks and business environments are getting to be the key skills for the manager [1].

The key feature of a creative person is usually creative, out-of-the-box and original thinking. The concept of creativity also implies qualities such as flexibility, learning, the ability to find a way out of complex crises situations [2].

If a manager facing a practical problem handles it successfully following the scheme adopted in the company, this constitutes a correct management

decision. Undoubtedly, this manager can be viewed as a professional as his management behaviour builds on a series of logical steps that are used in practice. In case a manager comes up with an unexpected plan of action that leads to the problem at hand being sorted out promptly with minimum cost, this manager qualifies as a creative professional. Top professionalism in management is characterized by the manager having a creative approach to solving practical issues.

Until recently, creativity was seen as a personal trait of people mostly pursuing creative occupations. However, creativity is required to furnish solutions to unconventional tasks in any field, especially in the management field. It all comes down to the fast pace and versatility of the modern life that call for the skill of responding to the changes in a flexible and diverse fashion. These days, no company can afford to be laid-back due to the extremely tough competition. That is why companies of today need so much those people who are able to think outside the box, come up with new ideas and approaches to management.

Initially, the creativity of managers was associated with the field of their professional activity. For instance, it was believed that managers in private firms were more creative than managers in large state enterprises and that advertisers were more creative than financiers. But the studies carried out by Western experts have proven there is no connection between creativity and a person's occupation. Creativity is the inner quality of a person based on his personal characteristics. Financiers also often introduce innovations that lead to the optimization of employees' activities.

METHODS

What characterizes a creative manager? First and foremost, it is the lack of fear of stereotypes. They boldly take down the established traditions while introducing innovative solutions. This kind of approach to daily activities allows the company to not only keep afloat, but also to be competitive. A creative manager understands that any technology, new product or service are very quick to fall behind the times. So, they do not struggle with change, but anticipate it instead by taking out-of-the-box decisions and bringing the company to the leading positions.

Therefore, creativity is the most significant feature of a manager's professionalism. Professionalism is usually understood as a special quality of people which makes it possible to perform complex (professional) activities systematically, effectively and reliably in a variety of conditions.

Professionalism is usually associated with the quality work of a manager and is sometimes used as an evaluation concept.

Currently, the skill-based approach is the one most frequently used in the development of the professionalism model. In accordance with this approach, professionalism is a skill in a particular field. A skill understood as the practical ability of a specialist to tackle specific problems based on systematic expertise

and lessons learnt by applying it is used as the main tool to analyze professional activities.

Three types of skills arise out of this: subject (subject-industry), management and innovative skills. Subject skills provide for orientation as well as for the ability to handle competently specific manufacturing technologies and current activities.

Management skills provide the practical abilities to control production, separate business processes and the business in general. They are relatively universal as they are needed necessary for all industries and fields of production.

Innovative skills provide for the ability to improve production and management technologies and systems. These skills offer the same versatility as the management ones as they are called upon in a variety of activities. These three types of skills essentially account for the general professionalism model applicable to most occupations, but a good manager requires all the three skills [3].

In the current environment, management activities require the following skills on the part of the manager:

1. The ability to manage;
2. The ability to control themselves (self-management);
3. The ability to set goals effectively;
4. Communicative competence;
5. Leadership;
6. Commitment to continuous personal growth;
8. Mastery over effective management skills;
9. The ability to train, develop and motivate employees;
10. Personal and corporate time management;
11. The ability to relax [4].

12. The ability to search for out-of-the-box and unconventional solutions. This skill does not necessarily have to be inborn. The range of expertise on the part of the manager must encompass techniques to look for new and unusual solutions, such as the Theory of Inventive Problem Solving (TIPS) and the Theory of Creative Personality Development. It has been established that the ability to search for new solutions goes hand in hand with the ability to be trained and re-trained. This ability was recognized by American professionals as the most important skill of any modern man [5].

Thus, creativity turns into a professionally important quality of the modern manager. The creative abilities of the future manager can be developed including by occupational training educational programs, relevant training courses such as, for instance, the Theory of Inventive Problem Solving and the Theory of Management Decision-Making. These courses are aimed at developing an understanding in future managers that internal factors and environment-related factors are essential to improving creative abilities. The

internal factors include: strategic abilities, well-developed intuition, the ability to see familiar things from a different perspective, the ability to assess the potential of unrecognized ideas, to take risks and to counter the rejection of others. Besides, it is very important to have a significant purpose and a plan to attain it as well as a willingness to work hard to achieve this purpose [6].

RESULTS

The emergence of a new type of economy – the "Creative economy" (Business Week, 2000), the identification of a creative industry [7] and, finally, the singling-out of a special creative class serve to illustrate the development of certain socio-economic trends. At the same time, the practical significance behind singling out the creative class is now recognized for the Russian economy as well. The work to create a creative community in cities and regions contributes to the build-up of human potential, creation of territorial cultural and tourist attractiveness, infrastructure development and serves as a draw for successful companies and entrepreneurs to the regions in order to attract investments. In this case, the task facing businessmen and politicians lies in the skilful use of creative resources, the implementation of special programs for regional intelligentsia which would make it possible to represent it as a special and effective class which impacts the regional economy [8], [9]. In these circumstances, the professional activity of a manager is of problematic nature. The change in the management culture, the requirements to the professional skills of a manager and their personal qualities becoming stricter all require continuous personal and professional development as well as a creative self-fulfilment on the part of the manager.

CONCLUSION

The creative class theory directly interrelates the development of this specific social stratum with the economic success of regions, hence, creativity may be regarded as an economic function. Moreover, it furnishes solutions to unconventional tasks especially in the management field. Therefore, creativity is the most significant feature of a manager's professionalism which encompasses the skills outlined in the framework of the general professionalism model. Given the modern environment, educational programs for managers should be oriented at building up genuine professionalism, which, on the one hand, is characterized by a high level of competence needed to solve fairly standard and variable tasks, and the ability to master new skills necessary for creative problem solving, on the other hand, as challenges will keep growing in number due to ongoing changes in the business environment, the emergence of new technologies as well as due to global economic and social processes.

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