

Pletsan Khrystyna Vasylivna,
*Candidate of Sciences in Public Administration, Associate Professor,
Associate Professor at the Department of Hotel
and Restaurant and Tourism Business
of Kyiv National University of Culture and Arts
k.pletsan@gmail.com*

PRIORITY ASPECTS OF CULTURAL MANAGER FORMATION: CHALLENGES OF THE NEW REALITY

The article considers the specifics of creating the necessary conditions for the formation of competent cultural managers in the context of rapid globalization. The need to modernize approaches to the formation of educational environments for future cultural managers is emphasized. The need for mutual enrichment and balancing between "soft" and "hard" skills in the process of forming the professional consciousness of a cultural manager is clarified. The importance for the emergence of competent managerial cultural personnel for the proper management of the development of cultural industries is emphasized. Competence as a will to realize the functional responsibility of a cultural manager is highlighted. Various structural dimensions of cultural manager's competence, from conceptual to cognitive are considered. Creativity is conceptualized as a key competence necessary for the implementation of relevant professional expertise in the context of globalization uncertainty. The need to develop the latest educational trajectories, which enable the formation of critical thinking of future cultural managers, has been clarified as a key strategic guideline.

Key words: cultural manager, competence, modernization, creative industry.

ПРІОРИТЕТНІ АСПЕКТИ ФОРМУВАННЯ КУЛЬТУРНОГО МЕНЕДЖЕРА: ВИКЛИКИ НОВОЇ РЕАЛЬНОСТІ

Стаття розглядає специфіку створення необхідних умов для формування компетентних культурних менеджерів в умовах стрімкої глобалізації. Підкреслено необхідність модернізації підходів до формування середовищ освіти майбутніх культурних менеджерів. Прояснено необхідність балансування між «м'якими» та «жорсткими» навичками у процесі формування професійної свідомості культурного управлінця. Підкреслена важливість появи компетентних управлінських культурних кадрів для коректного керування розвитком культурних індустрій. Виділено компетентність як волю до реалізації функціональної відповідальності культурного менеджера. Розглянуто різноманітні структурні виміри компетентності культурного менеджера, від концептуального до когнітивного. Креативність концептуалізовано як ключову компетенцію, необхідну для реалізації релевантної професійної експертизи в умовах глобалізаційної невизначеності. Необхідність вироблення новітніх освітніх траєкторій, що уможливають формування критичного мислення майбутніх культурних управлінців, прояснено як ключовий стратегічний орієнтир.

Ключові слова: культурний менеджер, компетентність, модернізація, креативна індустрія.

Current trends in the development of creative industries, implemented in accordance with new realities and challenges of time in the collaboration of areas where the main characteristics are time, movement and space of social realities and reset thinking of Ukrainian society, rapid digitalization of the world, development of innovation, information flow create new challenges in the creative sector. In this context, there are questions about the need to develop a new paradigm of creative industries, which should be based on

the modernization of methods and technologies for the disclosure and use of human resources in the training of future cultural managers and in the process of their professional activities.

Culture is an environment that allows you to learn, to learn something new. It includes self-education, non-formal education, lifelong learning, etc., thus creating more opportunities for self-realization for members of society in a rapidly changing world. Cultural and creative industries should be the center of development

and formation of a cultural manager. We are convinced that today is the time to change the educational paradigm of training competitive cultural managers of creative industries. At the same time, the priority aspect is the need to modernize professional art and cultural education in accordance with European standards and practices, to support and develop all forms of non-formal education on the basis of budgetary and non-budgetary cultural institutions, to stimulate adaptation of innovative educational technologies and programs, space and stimulate the professional development of professionals.

Analyzing the sphere of the creative sector of European countries, we note that the modernization of methods and technologies for the disclosure and use of human resources in the training of future cultural managers and in the process of their professional activities is based on an algorithm combining relevant competencies. Where the concepts of Soft skills (universal skills: professional, interpersonal and intrapersonal, ensuring the success of professional activities) are contrasted with Hard skills (i.e. special narrow professional skills). Note that specialized skills are effective only for solving typical professional tasks, while universal – provide rapid adaptation to new realities of time, new challenges and conditions, form critical thinking skills.

Interestingly, at the Economic Forum in Davos in 2016, a report on the future of professions was formed and approved, which identified the required skills of professionals. In particular: communicative competence, ability to solve problems comprehensively, creativity, cognitive flexibility and critical thinking.

In the context of the above, we are convinced that the current conditions for resetting the creative sector require the training of competitive cultural managers who seek to realize and use personal potential; take responsibility for the results of professional activities; not to be afraid of mistakes, to be able to learn from them; to learn everything new and new, to look for needs and opportunities of training; self-development, self-improvement and self-realization; act decisively, make quick decisions based on self-knowledge and future professional activity; create a positive image; be proactive, creative, innovative; have high communication and organizational skills; be able to manage stress and conflict, achieve success.

Priority in the formation of competitive cultural managers should be given to the use of appropriate principles, namely: human-centeredness, principles of adult learning, focus on competencies, “education of leaders”, capacity development, self-realization, choice of freedom and creativity, positive thinking, partnership and dialogue, critical thinking, innovation. At the same time, it is worth noting the importance of introducing a competency-based approach to the normative and practical components of the educational paradigm of training cultural managers in accordance with the new realities and challenges of the time. This will eliminate the contradictions between the acquisition of theoretical knowledge by students and their use to solve specific life problems.

According to scientists, “talented, qualified, experienced professionals are not only a resource that can effectively achieve goals, but also a source of competitive advantage” [2]. The internal basis of the competitiveness of cultural managers is professional competence, which provides ways to achieve success in professional activities. Competence as a willingness to perform functional responsibilities (range of powers, competencies), provided by a set of relevant professional knowledge and skills acquired during lifelong learning, practical experience, motivation and personal qualities, we offer to consider through the “portfolio of competencies” of cultural managers. In general, we can interpret the “portfolio of competencies” as a tool for self-organization, self-knowledge, self-assessment, self-development and self-presentation through human-centeredness, which allows the creative industry manager to analyze their activities, qualitatively assess results and plan further actions. It is a business card that provides an idea of a successful manager and the opportunity to qualitatively assess the results of his professional activities, build a further development plan, critical thinking skills, civic competencies, the ability to build historical parallels and form long-term planning horizons.

Our sociological survey made it possible to rank the set of competencies necessary for a modern cultural manager, namely: determining the direction of activity and vision; effective communication; decency and justice; delegation of powers; strategic thinking; making management decisions; analytical thinking; information skills; innovation; knowledge of socio-political and economic trends

in Ukrainian society; leadership; professional experience; improvement of activity; change management; demanding; possession of knowledge and skills of self-management; the ability to make the most of their own capabilities; stress management; self-confidence, decisions made; ability to work in a team; creativity (ability to be creative in solving managerial tasks, propensity to improvise); adaptability; responsibility; self-improvement; organizational skills; trust; conflict management; rational resource management; criticality; result orientation.

In turn, the analysis of scientific and practical literature makes it possible to identify the following structural areas of competence of the cultural manager of creative industries: conceptual, professional, strategic, personal, communicative, cognitive and productive. The conceptual basis of the selected areas is a list of necessary for the implementation of the competitiveness of the cultural manager. In particular: conceptual sphere of competencies (striving for perfect management; involvement of managers in management; demonstration of values of creative industries; management of innovations and changes of a cultural product; knowledge and observance of normative-legal bases); professional sphere of competencies (professional higher education; mastery of moral and ethical principles and their use; ability to professional growth and professional activity; responsibility to oneself, employees and society; knowledge of innovative technologies and mastery of them; professional experience; professionalism; self-criticism of the manager); strategic area of competencies (ability to make effective decisions; monitoring and analysis of service quality; strategic thinking; strategic planning skills; ability to predict); personal sphere of competencies (leadership, creativity, confidence, organizational skills, objectivity, patriotism, activity, flexibility, stress resistance, adaptability, optimism); communicative sphere of competences (skills of effective communication; conducting business negotiations; knowledge of the state language; knowledge of digital competence; ability to work in a team and organize its activities; conflict management); cognitive sphere of competencies (self-analysis; self-awareness; self-improvement; self-control; self-awareness; self-regulation; positive self-perception; self-success; self-realization); effective sphere of competencies (responsibility

for professional activity; the ability of a cultural manager to solve problematic situations of professional activity; focus on achieving goals; the ability to systematically increase their competence).

At the same time, creativity is a key competence of the cultural manager of creative industries. Nowadays, the concept of creativity is increasingly associated with the ability of the individual in the process of solving emerging problems to find new, non-standard, original, not copied, approaches based on fundamentally new knowledge, skills, abilities and competencies. The concept of “creative personality” has appeared, which we consider as a specific personality that has the ability to self-reproduce fundamentally new knowledge, skills, abilities and competencies. Creative personality has the ability to think outside the box, generate new ideas and solutions. Thus, creativity (creative abilities, creative activity, creative approach) is the ability to generate unusual ideas, deviate from traditional thinking patterns, quickly and effectively make an intellectual breakthrough in solving problem situations that are formed on the basis of critical thinking.

Thus, cultivating the value of human resources in a professional environment, personality-oriented approach in the training of future professionals in the socio-cultural environment on the basis of competence approach, require students to develop logical, critical and creative thinking, ability to clearly and reasonably formulate and express their opinions, judgments, critically evaluate the obtained information and its sources, be able to highlight the main, analyze, summarize and draw conclusions, apply theoretical knowledge in practice, generate creative ideas, new concepts, arguments and hypotheses.

Scientific research makes it possible to consider critical thinking as an integral feature of the modern personality. As well as the process of mental activity to consider the problem situation, find meaningful connections, compare with other ideas, identify their own position, objectively evaluate the results and make decisions. Note that the process of developing critical thinking involves a clear awareness of their own perfection, willingness to change themselves and feel the need for positive influence on others. In general, critical thinking gives students the opportunity to generate new knowledge based on previously acquired knowledge, evaluation of their own mental processes and results.

That is why, in the process of forming competitive cultural managers we focus on the introduction of tools for forming critical thinking in the educational trajectory, which will ensure the possession of appropriate values of development, openness to new, striving for improvement, values of change (change of self, environment and environment), self-knowledge, self-realization and has a thinking that produces change, aimed at continuous self-education, constant transformation and success in future professional activities.

Summarizing the theoretical achievements of scientists, and given their own beliefs, we can say that to develop the formation of competitive human resources in terms of finding a new paradigm in the creative industries, it is advisable to borrow, adapt and put into practice innovative technologies, such as coaching assessment center, audit, SWOT analysis, kaizen, results-based management. We are convinced that

innovative technologies will promote the efficient use of human potential and resources in the field of creative industries, ensure the achievement of professionalism, professional self-realization and the formation of the proposed “portfolio of competencies” of cultural managers.

Summarizing the above, we note that in accordance with the new realities and challenges of the time, the process of forming a competitive cultural manager of creative industries can be considered as a structural process: competitive cultural manager → self-improvement and self-realization of manager → creative and innovative principles of professional development. achievement of the defined purposes and the purpose by the cultural manager → a measure of realization of the purposes and the purpose → synergy of success and career of the manager of the environment of creative industries → the competitive cultural manager of creative industries.

References:

1. Dovhotryvala stratehiia rozvytku kultury do 2025 roku. URL: <https://metodist.libnadvirna.info/wp-content/uploads.pdf>
2. Hryn'ova, V. M. (2017), “Management of personnel potential of the enterprise: a monograph” Upravlinnia kadrovym potentsialom pidpriemstva: monohrafiia, URL: <http://www.repository.hneu.edu.ua/jspui/bitstream.pdf>.
3. Kolot, A. M. (2017), *Hidna pratsia: imperatyvy, ukrains'ki realii, mekhanizmy zabezpechennia: monohrafiia* [Decent work: imperatives, Ukrainian realities, mechanisms of provision: monograph], KNEU, Kyiv, Ukraina.
4. Mitina, L. M., *Psychology of the Development of Personality Competitiveness*, [Psychology of development of personality's competitiveness], MPSI, Moscow, Russia.
5. Mitchell, G. *Essential soft skills for success in the 21st century workforce as perceived by Alabama business/marketing educators* URL: http://etd.auburn.edu/bitstream/handle/10415/1441/Mitchell_Geana_57.pdf
6. *The Global Innovation Index 2017. Report. The Human Factor in Innovation.* 2017. 428 p. URL: <https://www.globalinnovationindex.org/gii-2017-report>.
7. UN Creative economy report (2019) «Creative Economy Outlook: Trends in international trade in creative industries». URL: https://unctad.org/system/files/official-document/ditcted2018d3_en.pdf.