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Research on talent development for cultural creative industry in Guangdong towards a competency-based model

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ABSTRACT

With the continuous development of cultural creative industry, there is more demand of high qualities talents in creative industry. In this paper, a theory model based on competency model is built to examine the quality of Guangdong talent development countermeasures.

KEYWORDS

Competency model; Talent development; Cultural creative industries.



INTRODUCTION

A report in *Nan fang Metropolis Daily* takes the game and animation industry as an example. In 2006, the running time of Guangdong's original animation is 18121 minutes, which accounts for 25% of the national total volume and suggests the underlying potential of future development in the game and animation market of Guangdong. Some scholar points out those online games are growing 10 times faster than before, and yet the current number of game talents is far beyond the actual need. In the coming 3 to 5 years, the needed number of talents will be going up to 200,000.

Therefore, we may conclude that the demand of talents for Guangdong cultural and creative industry is not satisfied, in terms of quantity. Despite of that, the general quality of talents is not positive enough and results in the lack of high level talents, which largely curbs the expansion of cultural and creative industry in Guangdong.

COMPETENCY-BASED MODEL

Competency model stressed out the direction of development for cultural creative industry talents. It emphasizes the quality characteristics of the talent development. There is great deal of researches on competency theory, of which the most accepted theory is the American scholar Spence's competency model. In his theory, he pointed out competence refers to the motivation, characteristics, self consciousness, attitudes and values, knowledge and cognitive or behavioral skills. These quality characteristics are evaluated and measured, and the ability to distinguish if has outstanding performance and performance mediocre person's individual characteristics. Not all of the knowledge, skills, quality is belongs to the category of competence, competency must be related to the work situation, it is working in a specific scenario of personnel's quality characteristics. Therefore competency features strong professional characteristics.

Main research mainly on the competence quality model has onion model and the model of the iceberg. The iceberg model is another famous competency model, is put forward by famous psychologist McClelland, McClelland will staff the behavior characteristics of represented by an iceberg. An iceberg is above personnel's basic knowledge and skills, the level of quality characteristic is easy to be measured, is relatively easy to learn to change and improve. This part of the competence belongs to basic competency. Iceberg below refers to the personnel of the inner quality of deep. Motivation refers to a person to do one thing at a driving force, the strength of the motivation will affect the appearance of good or bad; Quality refers to a person's inner quality, personality; Self concept includes a person's values and attitude towards life and understanding of their own; Social role refers to a person of his position, the role of positioning. Tip the following quality characteristics is deep, is not easy to observe, as defined in the difficult to change. However, these hidden features belonging to the developmental competence have important effects on people's behavior characteristics or decisive role.

Culture refers to the creative industry talents with independent intellectual property rights as the core, is characterized by "mind" service, by means of professional or special skills, in the service of creative industry elite talent. Cultural creative industry is the core of "originality", the cultural creative industry talents is the fundamental idea generation and formation, and therefore, talent is the first characteristic of cultural creativity industry with "creativity". Culture creative product is a combination of culture, creativity, technology, therefore, in addition to creativity, cultural creative industry talents should also possess professional knowledge and skills, flexible and able to use, also need to social culture has deep insights^[1].

This article is conducted through to a large number of literature summary and induction, and through the actual investigation and interview, put forward the following 15 cultural creative talents competence characteristics: professional knowledge, cultural knowledge, marketing knowledge, software operation ability, creativity, language ability, compressive ability, strain capacity, adaptability and communication ability, learning ability, cooperation ability, personality traits, work attitude, work motivation^[2]. In reference to the Iceberg Model, this article categorizes the competency-based model with 2 different features, namely basic competence and diagnostic competence. It is then further classified into 3 categories, namely technical know-how, professional competence and professional quality. As is seen in Figure 1:

Basic competence is simple and obvious. It is the elementary requirement of a job, and which assesses the quality of an employer. In regards to talents for cultural and creative industry, the concept encompasses technical know-how, professional competence, professional quality and marketing knowledge. Culture is partly rooted in creative products. Therefore, talents are asked to be well equipped with a certain amount of cultural knowledge for creating products with profound meaning. Aside from that, knowledge of marketing is in need for customer service and further economic value. In other words, qualified talents in cultural and creative industry should be equipped with the knowledge of culture and marketing as well as professional skills and technical know-how. All these skills and knowledge are not performance-related and thus can be acquired through general training^[3].

Diagnostic competence is an implicit and underlying ability that is rarely discerned. It cannot be easily spotted nor changed. Nevertheless, it influence profoundly one's professional performance, and thus distinguishes one from another in terms of professional ability and quality^[4]. Professional competence consists of basic and special amities. The concept of basic competence refers to that of communication, training, anti-pressure and collaboration and so forth. While special ability can be regarded as creativity, a core value that makes a difference among all talents. During the process of talents development, creative should always be on focus. A creativity-centered mechanism is necessary for the same purpose. Admittedly, in comparison to professional knowledge and technical know-how, these abilities cannot be obtained through training and education. Still they are not impossible with pertinent training^[5].

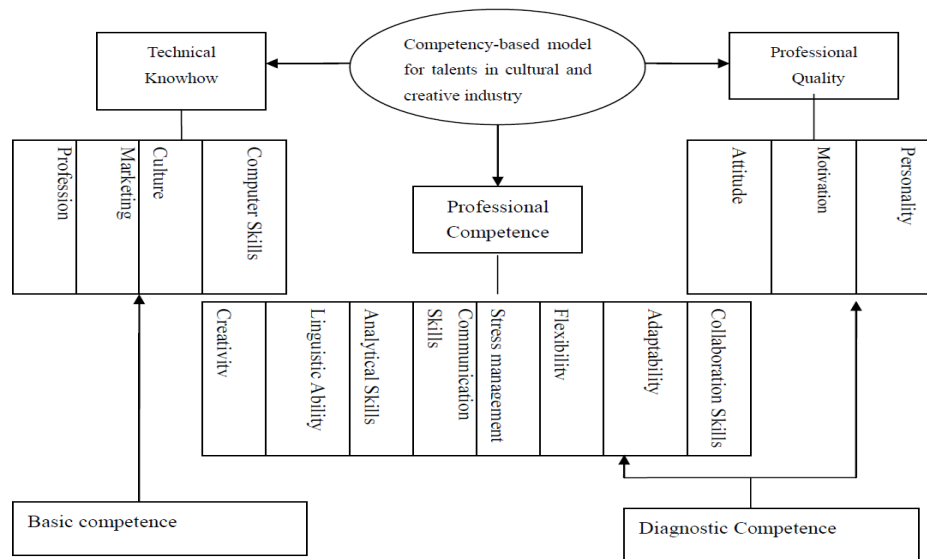


Figure 1 : Competency-based model for talents in cultural and creative industry

Professional qualities involve personality, attitude and motivation for your job. Personality is the most distinctive feature of talent in cultural and creative industry. Hence, efforts must be paid to show enough respect to the protection of individual personality and its growth. Motivation is the impelling force for doing something whereas attitude is the position in work. The two terms are deeply interrelated. To be general, a higher level of motivation will be an incentive of an active attitude towards work and vice versa.

CULTURAL AND CREATIVE INDUSTRY IN GUANGDONG

System development and expand the employee's knowledge and skills

Cantonese culture creative industry is lack of talents training system to support its development. In order to master the theoretical knowledge is not solid. In fact this can be achieved by system training for cultural creative industry personnel was improved. Through systematic training, the staff can better grasp the professional knowledge. Master professional knowledge makes creative products more connotation and value. Master professional skills to make creative products to better express the transformation. Through lectures, can make the cultural creative industry personnel to quickly master a lot of knowledge in a short time, but this way there are certain drawbacks, so we need to combine other ways to improve the level of cultural creative industry personnel's knowledge, skills^[6].

Some professional skills can enhance the developing in industry, such as demonstration of qualification appraisal, and other activities to improve the level of cultural creative industry personnel's knowledge and skills. Professional qualification is to have engaged in a professional should have relevant professional knowledge and skills. Professional qualifications can cause cultural creative industry's emphasis on professional knowledge. In addition, Guangdong cultural creative enterprises can carry out some professional skills competition, to encourage staff to actively take part in, build a kind of respect professional and skilled personnel enterprise culture atmosphere. In addition, Guangdong cultural creative enterprises can also carry out some instructive training, for example, can undertake some experience exchange, mutual discussion, etc., let employees in mutual exchanges, learning, make the level of knowledge, skills, get promoted.

Pertinent training for creativity and basic competence

It has never been easy to acquire professional ability only by means of general training. Consequently, when it comes to the training session for professional ability, enterprises in the field of cultural and creative industry in Guangdong should adopt some specific approaches. The acquisition of creativity can be realized through certain kinds of exercise. For instance the training of divergent thinking, an ability to generate ideas by exploring and identifying the variety of function of something. Creativity of the developers. Eloquence and speech lesson is an effective way to improve linguistic competence. Likewise, the ability of critical thinking should be encouraged in this way of training, e.g., by organizing a discussion to exchange the employer's ideas under certain circumstances^[7]. What's more, experience is another way of training to enhance the basic competence of collaboration and cooperation skills, adaptability, stress management skills and the like for talents in cultural and creative industry in Guangdong. Outward Bound is an experiential method that makes a good use of certain facility or environment to provide a situation for the trainees to experiment and savor the segment of their training, thereby improving or elevating the quality of trainees in different aspects through self-evaluation and assessment. This method dates back to World War II. Unlike the traditional teaching methods in general, it lays its emphasis on experience and experiment, comprehension and reflection, review and self-study in the content. According to the custom, the training session contains wall climbing, rappelling, pole-catching, blind walk, moon walk and etc. In this day and age, Outward bound training has witnessed great changes by enriching its nature and expanding its scale. It is high time that enterprises in Guangdong of

cultural and creative industry develop and ultimate the basic competence and quality in the employment by means of experimental training like Outward Bound^[8].

A reasonable work system and a positive work environment: for the development of creativity

Staffs in creative industry mainly work on ideas. Their work is usually inspired by hunch and instinct, shaped by divergent thinking. This character calls for innovation in management for enterprises in creative industry. In the first place, the arrangement of flexible working hours should be adopted. This arrangement enables employers to arrange their schedule with great flexibility and adequate autonomy. To be more specific, working hours should not be allotted. Instead, employers are free to draw up their own work roster. They need to accomplish the tasks within the prescribed time. In the second place, enterprises of cultural and creative industry in Guangdong should create work environment of freedom, equality and openness, and encourage the play of free spirits. A positive work environment could promote the inquiring minds and questioning competence in the enterprise. An inquiring mind has a scientific, exploring and analytic insight into the world. Questioning competence is the ability to doubt and challenge the held idea and customary system. The forming of creative product requires a critical thinking model for ideas and views with novelty. An open work environment serves as a platform for communication with equality. The employers can share their opinions, opinions and experience without pressure. The key point of such a work environment is liberty and democracy. Individuality and involvement of staff earn their respect. The employers are also willing to experiment and challenge.

Personality development

Personality is the precious character of talents in this field, which calls for respect and attention from the employees. Enterprises should provide opportunities from different aspects for the development of personality. First and foremost, individuality should be kept. The staff should not be restricted with the way they dress and behave. Apart from that, workload and relative arrangement should be featured with individual personality in order to promote its development. In addition, a work environment with freedom and ease is necessary. A strict and stressful work environment hinders the thinking and obstructs the progress making of personality. For this reason, on the ground of respect to individualities and a relaxed work environment, human-based management for enterprises of cultural and creative industry in Guangdong is indispensable for the growth of personality.

CONCLUSION

Cultural and creative industries combine culture, creation and technology as a whole and contribute both economic value and value added tremendously. Culture and creativity reveals the soft power of a city, as well as a country. The benefit of cultural and creative industries plays a pivotal role in the development of the country and the city. Guangdong Province has witnessed increasing development in the realm of cultural and creative industries in recent years, ranking first in the "Billboard of China cultural and creative industry of 2012", a competitive activity organized by the site of *Creative and Cultural Industries Times in China*, as well as the list of "10 Most Competitive Provinces and Provincial Cities in China cultural and creative industries of 2012". In the competition of "10 Most Influential Cities in China cultural and creative industries of 2012", two cities of Guangdong stand out, namely Guangzhou the fourth, and Shenzhen, the eighth. The rapid advance of Guangdong in the field has resulted in a greater demand of talents in terms of both quality and quantity.

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