

Creative leaders in economy and the need of progress drivers

Anatoliy Moki

Regional Economic Policy Department
 Dolishniy Institute of Regional Research of National academy of Sciences of Ukraine
 Kozelnyska str. 4, 79026 Lviv
 Ukraine
 e-mail: amokiy320@ukr.net

Olesya Datsko

Ar Management Department
 Lviv National Academy of Arts
 Kubyovycha str. 38, 79005 Lviv
 Ukraine
 e-mail: olesya.datsko@gmail.com

Manuela Tvaronavičienė

General Jonas Zemaitis Military Academy of Lithuania
 Šilo g. 5, 10322 Vilnius
 Lithuania
 and
 Vilnius Gediminas Technical University
 Saulėtekio 11, LT-10223 Vilnius
 Lithuania
 e-mail: manuela.tvaronaviciene@vgtu.lt

Abstract A qualitative human resource is becoming a key catalyst for progress in the 21st century. Therefore, the modern stage is seen as the "era of struggle for talent". The distinction in economic science of the concepts of "creative class", "talents" as characteristics of a particularly valuable human resource determines the review of existing approaches to the methodology of research and stimulation of human development. This paper provides definitions of the concepts of "talent", "creativity", "super-creativity" and outlines their values for economies. We analyse the actual methods of assessing the level of creativity of the states as well as follow the dynamics of these indicators and the structure of the global competitiveness index "ability to hold talents" and "ability to attract talents".

Moreover, the paper carries out the formalization of the social development process which reflects the fact that the availability of creative potential in the economy is a prerequisite for the capitalization of any other resources. Our results show that the talented people are the most valuable resource in the system of global talent management, and thus become the first who are involved in business and public life for innovations creation and its capitalization becoming the leaders of tomorrow. Finally, we propose the ways for increasing the state policy efficiency through the formation of the state personnel reserve and increasing the capacity to hold talents.

1 Introduction

The 21st century is recognized by the leading scientists as an age of limited natural resources, many of which are being exhausted. All that puts the humanity in front of new unprecedented challenges. Accordingly, new criteria for the viability and priority of the needs of society are formed. Socio-economic systems have the appropriate resources to manage which requires the involvement of initiative leaders, not only capable of creating innovation, but also capable of predicting and capitalizing on public resources and innovation (Koudelková and Svobodová 2014; Strielkowski and Chigisheva 2018; or Muradl and Ahmadov 2019).

Quantitative insufficiency or low qualitative level of creativity, especially the deficit of creative people, explains the phenomenon of "curse of resources" (Auty 1993), described by scientists, or "abundance paradox" (Sachs and Warner 1995), in which countries with significant volumes of natural resources are often economically less developed, precisely because it is impossible to capitalize material resources without qualitative human capital. It is worth mentioning when the decisive influence of supercritical people made it possible to capitalize on the potential of a country, a community or a separate business. It is impossible to

imagine developed Singapore without Lee Kuan Yew reforms, as well as top positions in Apple's global rankings without Steve Jobs, or the economic progress of SpaceX and Tesla without Elon Musk.

The role of individuals can be decisive, and the potential of people to capitalize resources is an individual feature. The emergence of the theory of the creative class, the discovery by researchers of such a phenomenon as "global war for talents" indicate the importance of the creative potential of society as an incentive and the engine of development. Accordingly, a high-quality human resource forms the basis for the development and competitiveness of business, community and state, and therefore requires systematic research and scientific substantiation.

This paper focuses on the creative leaders in economy and the need of progress drivers with a special impact on talent support, creation and acquisition. We attempt to contribute to the discussion regarding the future leaders of tomorrow.

2 Talent, creativity, and the creative potential

One of the basic modern problems is the lack creative people who are able to capitalize resources that course the crisis in economies (Vegeera et al. 2018). The limitations of creative potential on a global scale are quite obvious. Therefore, in the 21st century many scholars call it the "Era of the Global War for Talents". The search for talented people to engage in management of different levels has become one of the leading global trends and a prerequisite for successful development which is predetermined by our era of global nomads (Strielkowski 2018; Hasanudin et al. 2019). Human resources are the same resources of development as natural, financial, technological, etc (Bordea et al. 2017). And for economic development, not only the quantity, but above all the quality of these resources, especially in the era of digital technologies, is important, especially when a significant amount of human labour is replaced by the work of robots (Naushad et al. 2018).

Under the conditions of limited resources, the very creative potential of man is an inexhaustible source of innovations, incentives for development and the formation of competitive advantages. As a result, creative people have become the object of hunting both business companies and public institutions whose purpose is to identify and "wash off" creative potential from other states, regions, companies and attracting it to capitalize their own resources. The labour emigration of high-quality human resources to developed countries already significantly reduces the level of creative resources of the poorer and less developed countries. Particularly tangible losses at the present stage predetermine "brain drain". And this human resource crisis at the managerial level is especially acute when the company, the territorial community or even the state, with considerable resources, is not able to capitalize on them.

In fact, the theory "resources curse" (Auty 1993), according to which the countries, that possess the largest natural resources usually have a low level of development, primarily due to the lack creative people attraction to the management of these resources. Especially acute crisis coursed by the lack of the qualified creative human resources in the public resources management, when there are no creative people to manage these resources, or they are involved in other spheres of the economy, especially for working in private companies, and therefore it is very difficult to find high-quality human resources for work in the public sector.

There are creative people everywhere, even in education and academic publishing, with some individuals taking the roles of messiahs upon themselves in order to achieve their personal gain (Strielkowski 2017).

The role of creative people in stimulating development was first systematically described by Florida (2005) who identified the key role of creative people in socio-economic progress. However, creativity development is impossible without proper talent which is a natural asset.

The sharpening of the problem of ecology, climate, limited natural resources, and on the other hand, a declining the quality of education, especially in developed countries (due to the Islamization of Europe and the extinction of the indigenous population, the sharp increase in the Latin American diaspora in the United States, the commercialization of education, reduced access to it, deterioration of quality basic humanitarian education), as well as the inconsistency of the content of education with global development goals and issues is relevant today and will lead to a decline in the quality of human resources in the future (Kolin 2013)

The creative core of society is a particularly valuable resource and is characterized by a new type of social interaction (Inozemtzev 1997) who implies the following:

a) at the individual level - the development of such a system of socio-economic relations, which will generate the motivation of each individual to increase knowledge, production and use of information, intellectual development;

b) at the enterprise level - the formation of the motivation to increase competitiveness through the scientific and information level of production, the development of the base of qualification through the professional-intellectual, organizational-cumulative and innovative-creative interaction of all components of human capital;

c) at the society level - the allocation of the rank of the determining priority of the state - the knowledge economy, in which knowledge becomes socially defined, as "reality".

Involvement of the state in the management of creative and especially creative individuals significantly influences the intensification of change. Ukrainian researchers of the theory of elites argue that the possibility of institutional change, the formation of an appropriate institutional basis for economic security, and the guarantee of respect for economic rights and freedoms largely depends on political elites who make decisions about the economic system of the state (Vovkanych et al. 1996). The directions and vectors of the influence of transformations depend on the political will and the level of culture of the socio-economic security of the elite. Thus, Poland's progressive progress in economic development as a result of transformational reforms took place precisely because of the capitalization of human potential and the motivation of the state leadership to make changes for the benefit of the people. As noted by Regulskij (2010), the necessary prerequisites were formed to ensure systemic changes, namely: the political will of the country's leadership; public support or at least consent; highly skilled specialists; qualitative human resources for implementation of reforms (Regulskij 2010).

In the conditions of the transformation of the Ukrainian economy, there is a clear need for systematic study of the identification and attraction of creative leaders to the use and capitalization of resources.

To ensure a qualitative research, the terminology that we use should be streamlined. When Florida introduced the notion of "creative class" (Florida 2005), then in recent years, the concept of "talents" as an individual resource of the economy is actively used in the economy. Also, researchers use the concept of creativity, super-erection potential.

Creativity (Oxford English Dictionary) means the "use of imagination or original ideas to create something; inventiveness. Talent - natural aptitude or skill" (Oxford English Dictionary 2019). Creative potential (Oxford English Dictionary 2019) is the "ability to increase the expression of individual creative abilities and creativity through creativity training".

From the economic point of view, we define *creativity* as a human activity, aimed at creating qualitatively new, previously unknown spiritual or material values (new works of art, scientific discoveries, engineering-technological, managerial or other innovations, etc.). Necessary components of creativity are fantasy, imagination, the mental content of which is contained in creating the image of the final product (the result of creativity). From the economic point of view creativity is the main stimulus of the innovation process (see Table 1 below).

Super-creativity represents the creativity is coupled with activity in the implementation of the results of creative activity in social processes. It is a combination of talent, knowledge, skills and active action in implementing the results of creative activity. Creative individuals are the "engines" of progress in modern society.

Table 1. Creativity values for economies

Human characteristic	Natural aptitude	Knowledge and ability	Ability to implement the results of relativity in public life	Value for the economy
Talent	+	-	-	Resource of Development
creativity	+	+		Development incentives
Super-creativity	+	+	+	Development drivers

Source: Own results

Talent is an innate and integral component of intelligence. Proved that the propensity for scientific, artistic, engineering, social and economic creativity (talent) is laid genetically, it is impossible to acquire, but only develop. Therefore, the number of people capable of creating innovation and implementing them is limited. Due to the aggravation of environmental, socio-economic problems, the level of natural intelligence and talent of humanity is decreasing, and therefore for the economic system the resource of development is not only the acquired knowledge and skills, and above all innate talent. The 21st century is characterized as the era of a "global war for talents", when developed economies, enterprises compete for

both experienced specialists and those who possess only talent, and the role of talented workers in providing competitive advantages is increasing (Kohn 2018).

Talent, in our opinion, manifests itself in the ability to see the end result of creative work. While knowledge and skills become the means for prompt realization of innovation. Obviously, talented, creative and supercritical people have different social significance and potential of socio-economic changes. Essential interpretation of the economic content of creativity schematically represented as follows (see Table 1 above).

The super-creative people are capable of capitalizing resources and the results of creativity is the most valuable human resource of the economy. It is these people who are the subject of a global war of talent. And if at the beginning of the 20th century, competition between business, communities, and states was conducted by already-established professionals who showed their creative and super creative potential, then the subject of "hunting" of global head hunter companies is also young people who have only talent but not managed to gain knowledge and ability to capitalize on it.

3 Socio-economic systems' creative potential study

The significance of the creative potential for economic development and ensuring its competitiveness is confirmed by the emergence of various methods for assessing the index of creativity, among which, in particular:

- Global Creativity Index: based on the 3Ts of economic development - talent, technology, and tolerance. (by Martin Prosperity Institute; Richard Florida, Charlotta Mellander, and Karen M. King);
- Creative Capital Index, developed by Calvert 22 Foundation and PwC Russia which is based on 5 blocks of City, People, Business, Power and Branding blocks (Creative Capital Index 2019);
- Global Innovation Index (Dutta et al. 2018) is based on the complex of indicators of creativity;
- Global competitiveness index. The Global Competitiveness Index which is being compiled by the World Economic Forum experts, adds two additional indicators to the report: the country's ability to hold talent and the ability of the country to attract talent.

The analysis of the dynamics of these indicators of Ukraine in recent years shows that it is closely related to the competitiveness of the state as a whole (Figure 1).

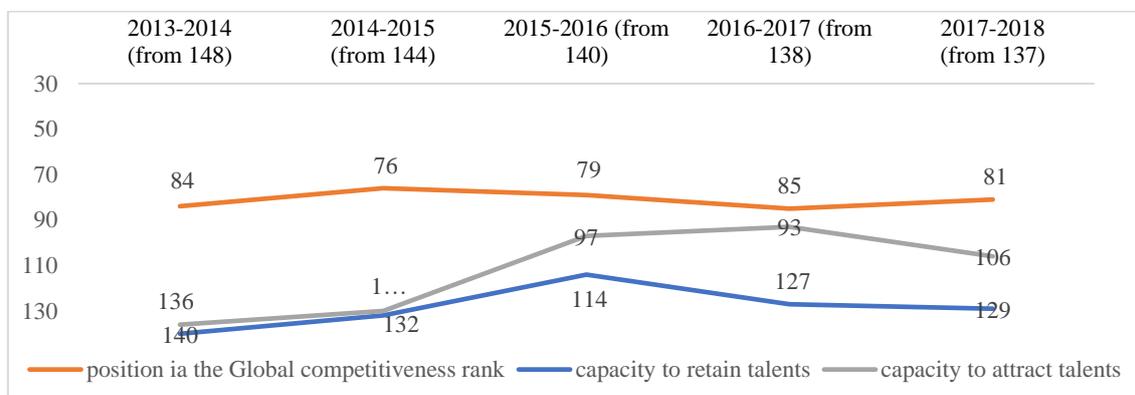


Fig. 1. Dynamic of the indicators of creativity of Ukraine in the Global competitiveness of Nations rank, 2013-2018

Source: Own results based on Global Competitiveness Report (Duta et al. 2018)

One can see that in 2018, Ukraine ranked 43rd in the ranking of the Global innovation index, becoming one of the top 50 most innovative economies in the world. As we have shown earlier (Mokiy and Datsko 2012; or Datsko 2015), creativity is the most valuable human resource for which global struggle is under way. In the absence of creative people capable of capitalizing the resource potential of the system, its level of efficiency is minimized or offset. Consequently, the state's creative potential acquires the characteristics of the key determinants of economic security, in particular its intellectual components. Taking into account the above, the efficiency of the functioning of the economic system in the formalized form is represented as:

$$E_{se} = I_c * I_s * I_l * I_e * F(R) \tag{1}$$

where:

E_{se} - efficiency of the social-economic system;

I_c - index of creative potential (the share of people who possess super-creative potential for the resource capitalization);

I_s - index of social integration of citizens in economic life and quality of social interactions;

I_i - index of the institutional development;

I_e - index of ecological safety;

R - natural, labour, financial, cultural and other available resources for economic development.

That is, under conditions of insufficiency or lack of super-creative people, it is impossible to capitalize on other resources of the economy.

4 “Headhunting” for young and creative people at the Ukrainian universities

At this stage, an important task for stakeholders of economic processes was to seize the human resource, which has natural abilities in one or another field. Using the modern technology in business education, it is often more profitable for states to invest in the education of talented young people who will be involved in socio-economic processes, rather than spending resources to search for workers with special professional skills, the deficit of which in the labour market is currently very tangible (Michaels et al. 2001; Beechler and Woodward 2009; or Strielkowski and Sanderson 2013; or Rausser et al. 2018) .

In Ukraine, various stakeholders using the educational programs, competitions, and social events identify talented and socially active young people who are being monitored to specifically encourage them to acquire the necessary education and engage in work in their company, community or state.

Therefore, in many institutions of higher education in Ukraine, IT companies, travel companies, and other recruitment agencies conduct testing with potential employment not only for graduates, but even for students who have completed 1-2 courses in the relevant specialties in universities. The need for creative personnel has led to a situation where most of the talented students in Ukraine IT, culture, economic and other professions are recruited while studying. Many on young people emigrate to work abroad.

In 2017-2019, we conducted surveys of students and teachers of 5 higher education institutions (Lviv National Academy of Arts (Lviv), The Nation Uneversity “Lviv Polytechnic” (Lviv), National Technical University of Ukraine "Kyiv Polytechnic Institute named after Igor Sikorsky" (Kyiv), National Academy of Fine Arts and Architecture (Kyiv),Tthe Kharkiv State Academy of Design and Fine Arts (Kharkiv), The National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute", which trains specialists in "Culture and Art", "Information technology" knowledge. The choice of these areas for research was chosen due to the estimation of prospects relevant labor market in IT services and cultural products in Ukraine.

In April-May of the corresponding year in each of the listed higher education institutions, 5-7 teachers, who toughed students of different groups and 12-15 students (at least 2 students from 1 to 6 years course). The results of the surveys were summed up with the use of average arithmetic idle time. Some survey results are given in the Table 2 that follows:

Table 2. Results of own survey

Questions	2017		2018		2019	
	students	tutors	students	tutors	students	tutors
1. According to your estimates, the share of students who work during study at the University in your group (officially or informally):	34	26	42	39	45	39
2. Are you aware of the cases when your student mates were invited by employers for a job in a specialty during their studies? Answer "yes"	45	54	57	56	63	72
3. In your opinion, the most important thing for students when they select job is:						
- The amount of wages	54	42	50	43	52	50
- Possibility of self-realization	34	40	43	47	44	48
- Ability to make society better	12	18	7	10	4	2
4. In your opinion, the students are going to apply their professional knowledge and skills in the public sector?						
- The answer is "Yes" or "rather yes"	21	33	20	29	17	24

Source: Own results

The results of our survey showed that employers were looking for potential employees themselves at the stage of their education, and the tendency to find such employees among students is constantly increasing.

It is also important that for creative students, self-realization is no less important factor in choosing a job than wage labour. While the change of society for the better does not become the main goal for most students. It is also noteworthy that less and less students are trying to realize their creative abilities in the public sector, which suggests that the human resources crisis in the field of public administration in Ukraine will be strengthened.

5 Conclusions and discussions

Overall, our results demonstrate that in order to ensure the high-quality state personnel policy of creative people attracting and creating prerequisites for their involvement in socioeconomic processes, the following steps might be required:

- to create a proper infrastructure of creative people self-realization at the place of their habitation;
- to promote the equal and comprehensive development of creative people (access to education, professional development, material incentives, etc.); to increase the efficiency of the the education target orders system of prospective graduates of secondary schools in view of their possible employment in their hometowns, villages;
- to introduce projects networks for job creation for creative people in depressed areas to realize their potential, including through the development and promotion the creative industries, social enterprises, public-private partnerships.

Moreover, it appears to be very important to analyse the creative potential and creative "core" of the territorial communities and to compile the maps of creative people and their concentration in the territories. There is necessary to fulfil the data bases of local creative personalities in various fields for their prospective involvement in the development strategies implementation and driving the innovation development. A compulsory component of strategies should be the development and implementation at the level of territorial communities of the system of operational monitoring, accumulation, activation and protection of creative potential.

Our results also reveal the necessity of introducing some well-functioning organizational and economic mechanisms for recording and capitalizing the potential of creative people in the context of guaranteeing economic security of the state and communities which require:

- to create appropriate changes to the country's strategy of demographic development, the state strategy for regional development, in which human capital must be positioned as the main driving force of the socio-economic growth of the communities at present and in the future. There are necessary to update and clarify creative people's informational data;
- to form the concept of intellectual security, which determines basic factors and mechanisms of guarantee, including a set of measures to counteract the temporary or final emigration of creative people, which constitute the creative potential of the people;
- to coordinate the work of the institutions which is dedicated to formulate and implement the state's personnel policy, to establish appropriate cooperation with similar services of foreign countries in carrying out integrated studies of the state's creative human resources, the formation of appropriate personal databases and creative class maps, as well as the possibility of monitoring and monitoring of displacement representatives of the creative social group;
- to develop by ministries in conjunction with regional state administrations of strategic guidelines for combating migration of labour personnel abroad, especially long-term, introduction of means for stimulating the creation of preconditions for the return of international migrants to their places of permanent residence, targeted employment programs for highly skilled workers, creation of appropriate conditions for their self-realization and decent living in the regions of Ukraine;
- to promote the development of patriotism, which would stimulate the return of young creative people to their places of permanent residence, as well as motivate the intensification of investment activity of entrepreneurs from the peripheral and depressed regions in the socio-economic development of their native settlements;
- to conduct an ongoing monitoring of the activities of foreign funds, programs and companies aimed at identifying and attracting creative human resources from the country; operational response to destructive manifestations of the long-term and final migration of creative potential;

- to develop a system for stimulating the development and attraction of creative resources of other countries at the expense of specialized target programs and projects.

Our results might be important and relevant for the education specialists, policy-makers and well as stakeholders dealing with increasing creativity and innovation, as well fostering leadership and development.

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