

## THE 21<sup>ST</sup> CENTURY LEADERSHIP CHARACTERISTICS OF ADMINISTRATORS FOR BALLET MAJOR IN SHENYANG CONSERVATORY OF MUSIC UNDER LIAONING PROVINCE IN PEOPLE'S REPUBLIC OF CHINA

Lu Wenhao

Kamolmal Chaisirithanya

Chuanchom Chinatangkul

Educational Administration, Faculty of Education,

Bangkokthonburi University

E-mail: 1144880205@QQ.COM

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### ABSTRACT

The objectives of this research were: (1) to propose the 21st century leadership characteristics of administrators for Ballet Major at Shenyang Conservatory of Music under Liaoning Province in the People's Republic of China.; and (2) to develop the future wheel of the 21st century leadership characteristics of administrators for Ballet Major at Shenyang Conservatory of Music under Liaoning Province in the People's Republic of China.

The Delphi technique was used in this research. The key informant was an 18-member expert group composed mainly of ballet management personnel from Shenyang Conservatory of Music in Shenyang, Liaoning Province. Through two rounds of the Delphi technique, data were collected through open-ended interviews and a 5-point rating scale questionnaire. Median, mode and Inter Quartile Range were used for data analysis and content analysis was employed. The research findings revealed that; (1) the 21st century leadership characteristics of administrators for Ballet Major at Shenyang Conservatory of Music consisted of six dimensions: thinking, quality, team building, self-renewal, innovation and future practice; and (2) the researcher developed an image of the future wheel from the result of research objective 1.

**Keywords:** The 21<sup>st</sup> century Leadership Characteristics, Administrators, Ballet Major,

Shenyang Conservatory of Music

## 1. Introduction

According to the historical timetable, ballet was introduced to China in the early 20th century. However, this art really took root, blossomed and bore fruit on the Stage of Chinese art, but it really should have started from 1949 when the People's Republic of China was founded. (Zou zhirui, 2008)

Shenyang Conservatory of Music its subordinate secondary unit dance academy, proofreading ballet professional management in the 21<sup>st</sup> century leadership effective characteristics of key research. The Dance College of Shenyang Conservatory of Music is a higher dance art college for training dance performance, education, creation and research talents. It is also a training base for undergraduate dance talents in Liaoning Province. Its history can be traced back to the dance professional class of Northeast Lu Xun Literature and Art College in 1948. In 1988, dance Department was established to offer higher dance education. In 1995, the school of Dance was established on the basis of the Department of Dance in 2005. In 2006, it was granted the right to confer master's degree of dance by The State Council. Thus a higher education system of dance art linking undergraduate and graduate education has been formed.

Shenyang music professional ballet is part of Shenyang Conservatory of Music, there are secondary teaching units in Shenyang music institute affiliated middle school dance, the school was established in history dating back to 1948 in Shenyang's "dance of the northeast Lu xun literature institute, after several improvements in 1983, after the approval of the people's government of Liaoning province, Shenyang music institute affiliated middle school dance was formally established. It was one of the earliest professional dance schools in China and the only public professional dance school in northeast China. (Liu wenjie&Gao yang, 2019) In 1985, Shenyang Conservatory of Music set up a special ballet discipline. Due to limited funds and conditions, the school did not have the ability to hire experts and professors to teach ballet dance skills and movement essentials, nor did it have any film and television materials for teaching and reference. From then on, under the leadership of professor Ju Yupeng, the first director of the ballet Discipline, she worked hard with her lover Xie Huizhen and other ballet teachers to study the teaching plan. (Zhou lulu, 2018) Shenyang Conservatory of Music ballet professional real "zero basis" foundation start.

However, there are few literature studies on leadership and management of ballet in China. How to effectively and scientifically improve leadership and integrate the effective leadership characteristics of management cadres is the research focus of this paper. The starting point of this paper is to collect and analyze relevant data in a scientific way to sort out the methods suitable for management of ballet major, and to conduct targeted sorting. At present, there are relatively scientific and systematic researches on leadership at home and abroad. However, for majors with strong specialty specificity, different teaching environments and teaching atmospheres created by the specialty itself, the formation of leadership leading the special specialty and the importance of leadership are still insufficient. At the same time, because of its specialty particularity, it is particularly important for the management and construction of the corresponding professional teacher team. Only by ensuring the construction and execution ability of the teacher team can we ensure the positive and rapid development of the corresponding school system to improve the teaching quality. Therefore the research title The 21<sup>st</sup> Century Leadership Characteristics of Administrators for Ballet Major in Shenyang Conservatory of Music under Liaoning Province in People's Republic of China was conducted

## 2. Methodology

The research procedure consisted of three parts: (1) the researcher studied the concepts, principles and theories of the relevant literature, and studied the variables and concepts of the effectiveness to characteristics of professional ballet administrators in the 21st century. Interviews were conducted with an 18-member expert group; (2) conduct data collection and analysis according to the open ended interview and questionnaire; (3) developing draw the "Wheel of the Future" based on the data analysis results.

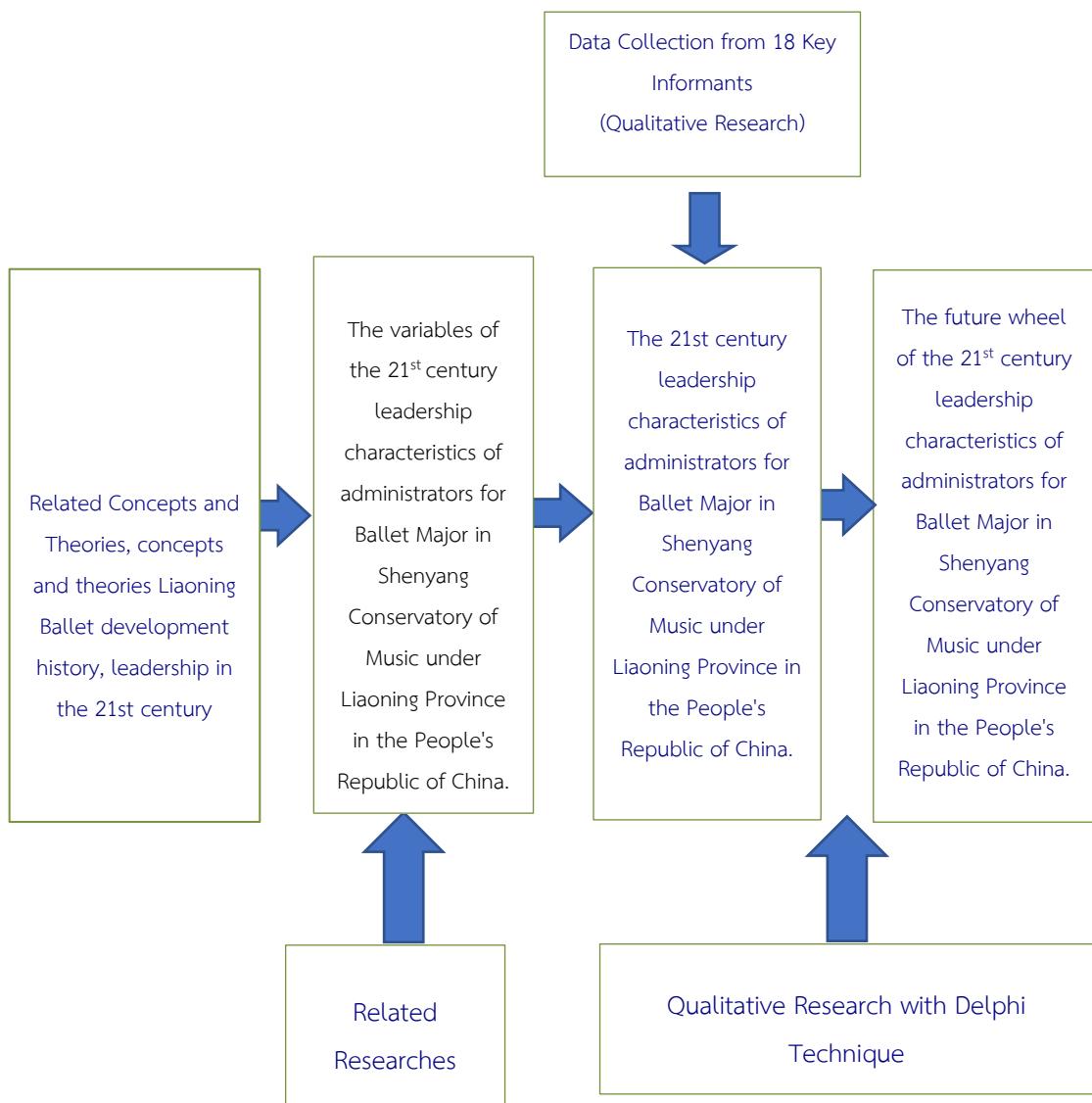
In the first round, the researcher conducted public interviews on the six dimensions sorted out in the literature according to the Delphi technique, then sorted out the interviews according to the answers of the expert group. Open-ended interviews were used. The researcher formulated interview questions based on 22 items contained in 6 dimensions sorted out in the literature. The first round of Delphi interviews was as follows; dimension 1 Thinking: (1) Strategic thinking (2) Inclusive thinking (3) Creative thinking (4) Agile thinking; dimension 2 Quality (1) knowledge (2) Skills and Abilities (3) Personality traits; dimension 3 Team building (1) cohesion (2) Target unified (3) Shape the environment (4) Personnel

management; dimension 4 Self-renewal: (1) Self learning (2) On the recommendation (3) Self audit; dimension 5 Innovation: (1) vision (2) Technology innovation (3) Strategic innovation (4) Mode innovation; dimension 6 Future practice (1) Plan and change (2) trial and error learning (3) practice (4) feedback.

In the second round, the researcher made questionnaires based on the sorted content. Its core purpose was to explore and improve the performance characteristics of the ballet administrators of Shenyang Conservatory of Music in the 21st century, and to organize them. The researcher made statistics and analysis on the contents obtained from the open interview, and obtained 73 relevant suggestions. The researcher made questionnaires according to the 73 suggestions, and sent anonymous questionnaires to 18 members of the expert group. Eighteen ballet professionals from Shenyang, Liaoning Province formed an expert group and conducted an in-depth interview with 18 participants (the first round of Delphi). Use an open interview format. The researcher made simple requirements and settings for the open interview. Due to the specialty of ballet, the relevant practitioners should be 9-12 years old when they began to learn ballet, and the minimum years of study and practice should be more than 5-15 years. They are from Shenyang Conservatory of Music ballet majors and other ballet professionals.

The researcher distributed questionnaires and collected data from 18 expert group members via email and chat software. The questionnaire adopts Likert five-point rating scale. The questionnaire score corresponds to the score form of 1 = strongly disagree 2 = disagree 3 = neutral 4 = agree 5 = strongly agree. The data obtained from the questionnaire were analyzed by statistics software.

On the future wheel regarding the effective characteristics of ballet leaders of Shenyang Conservatory of Music in the 21st century, the future wheel was drawn by researcher looking into the future with 10 years as the node. The future wheel was displayed in the form of a pie chart. The future Wheel was to provide a more intuitive representation of the effective characteristics of effective leaders of ballet leaders of Shenyang Conservatory of Music, with the ability to improve oneself, enrich the discipline management, formulate the discipline development direction targeted, and provide the corresponding reference. The framework of the research was as follows:



### 3. Results

Based on objective, the results were revealed as follows:-

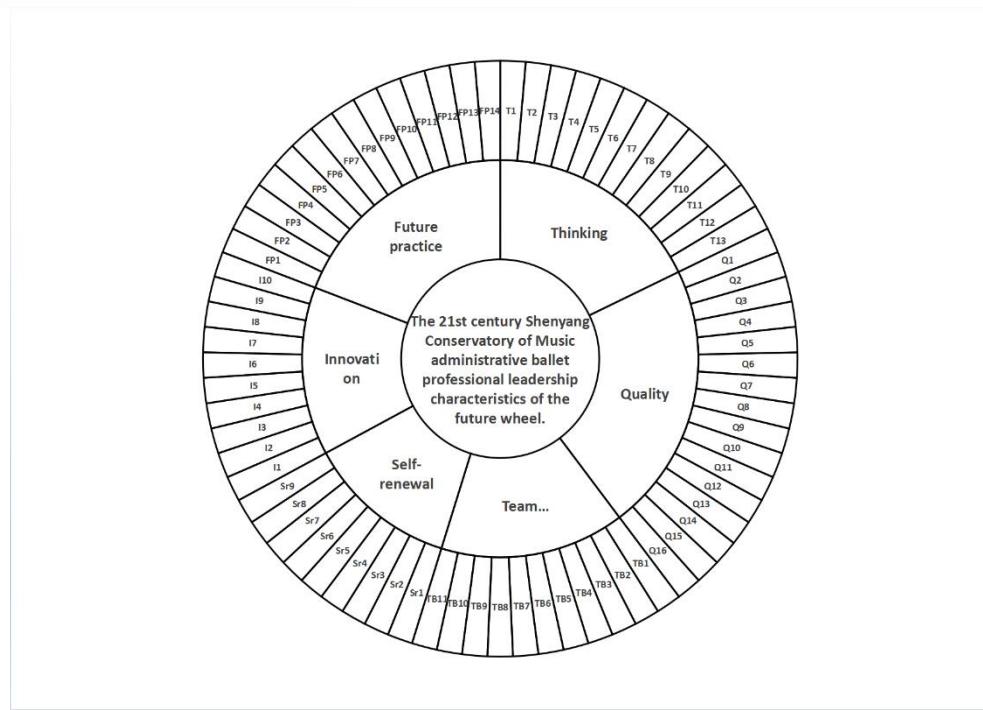
(1) The effectiveness characteristics of professional ballet managers in Shenyang Conservatory of Music included six dimensions; The first dimension: Thinking; the second dimension: Quality; the third dimension: Team building; the fourth dimension: Self-renewal; the fifth dimension: Innovation; the Sixth dimension: Future practice.

(2) The future wheels were developed based on the analysis results of 73 items from 6 dimensions, the researcher made the future wheel of the effectiveness characteristics of the ballet professional management staff of Shenyang Conservatory of Music. The future wheel was an embodiment of the development possibility defined in the next 10 years, and provides a structured and visible reference for the effective characteristics of the management staff of Shenyang Conservatory of Music in the next 10 years. It provides basic reference significance

for the development of organizational administrators in the future, and helps organizational administrators make decisions about organizational development in the future.

Based on the feasibility trend of the analysis results, the researcher conclude that: (1) The 21<sup>st</sup> century leadership characteristics of administrators for Ballet Major in Shenyang Conservatory of Music under Liaoning Province in China. The researchers analyzed the results to find 73 items in six dimensions: Dimension 1 (T) Thinking includes 13 items; Dimension 2 (Q) Quality includes 16 items; Dimension 3: (TB) Team building includes 11 items; Dimension 4: (Sr) Self-renewal includes 9 items; Dimension 5 (I) Innovation includes 10 items; Dimension 6: (FP) Future practice includes 14 items.

The future wheel of the 21<sup>st</sup> century leadership characteristics of administrators for Ballet Major in Shenyang Conservatory of Music under Liaoning Province in China. The Next 10 years contain 6 dimensions (Figure)



(1) Thinking includes: a.Global, b. Strategic Planning, c.Strategy Development, d.Maintaining core competencies, e.Diversification, f.Inclusiveness, g.argumentation, h.Parallel, i.Divergent, j.group think, k.Think Fast, l.Keen insight, m.Flexibility.

(2) Quality includes: a.Breadth of knowledge, b.Depth of knowledge, c. Intercultural Communication, d.Foreign language (including specialized technical language) skills, e. Position

Awareness,f. Artistic aesthetic ability,g.External communication capability, h.Management-related knowledge, i.Extroversion, j.easy-going, k. conscientiousness, l.Emotional stability, m.Development or intelligence, n. Decisive, o.empathy, p. Integrity.

(3) building includes: a.Cohesion,b.Team intervention, c. Uniformity of opinion, d. Putting yourself in your employees' shoes,e.Clarify mission objectives, f.Building a Learning Organization, g. Reduce negative factors,h. Define the personal characteristics of the organization's personnel,i. Clarify organizational leadership characteristics,j.Establishing up and down (exchange) relationships, k. Safe distance in mind.

(4) Self-renewal includes: a.Self-Leadership,b. Learning Strategies,c.Gaining experience through positions, d.Selection of resources through job acquisition, e. Self-management,f. Responsibility,g. Listen to the,h. Self-monitoring,i.Self-adjustment.

(5) Innovations include: a.Vision Realizability,b.Subordinate Engagement Vision, c.Vision establishment for balance, d.Set the vision according to the ability of subordinates, e. Assembling team capabilities for goal achievement,f. Motivating individual team members,g. Adopting a new management style,h. Enhancement of competitiveness in the original model, i.Developing transformational leaders, j. Developing transformational leaders.

(6) Future practices include: a.Improving subordinate leadership in the future,b.Organizational change to achieve sustainable development, c.Try to adjust, d. Continuous learning,e.a test of fault tolerance, f.Leadership Role practice, g.Leadership Practice,h.Leading ecological Practices, i. Get feedback through students,j.Get feedback through workshops, k.Get feedback through the web, l.Get feedback through teaching results, m.Get feedback through feature time points, n. Get feedback through event attribute classification.

#### 4. Conclusion, Discussion and Recommendations

The effective characteristics of ballet leaders of Shenyang Conservatory of Music in the 21st century were divided into six dimensions: thinking, quality, team building, self-renewal, innovation and future practice. There are 73 items in six dimensions. According to the literature review and the combination of the current development status of Shenyang Conservatory of Music, the research results gradually emerged. Due to the particularity of the dance field, there were few cross-professional studies on the study of ballet and

management. In order to achieve a more comprehensive development of ballet in China and in line with the progress of the society and the times. The development of ballet was bound to require a more comprehensive development of cross-professional studies. The researcher believed that the ballet professional administrators of Shenyang Conservatory of Music in the 21st century can continue to explore and enrich in these six dimensions.

As mentioned by Anthony Mackay and Albert Bertani (2016): Based on the above research, researchers concluded that the 21st century is an era of change, and the leadership in the 21st century needs to adjust and strengthen itself first. Thinking mode and communication mode, broaden their vision, increase the international sense of competition, logical thinking ability can actively absorb new knowledge and always maintain creativity, to their own emotions, body words and deeds and other systematic adjustment, strengthen their cohesion and expand their influence. In the 21st century, on the basis of improving individual abilities, the internal forces of the organization should be united to achieve unified goals for resource integration, effectively communicate with subordinates to improve their abilities and expand the influence of the organization, encourage subordinates to create an environment suitable for promotion, grant subordinates certain rights to demonstrate and test their abilities, and improve the overall upper limit of the organization. At the same time to maintain the improvement of the organization's innovation ability to make decisions strictly, bold decisions to keep the organization active strictly audit. To expand the influence from individual ability to the influence of members of the organization, and finally to expand the influence of the organization and realize the embodiment of self-value.

With the progress of the times, the development of management has become more perfect, and the integration of more interdisciplinary majors will be carried out in the ballet discipline. As for the management of ballet, the theoretical knowledge of management can be applied in practice more flexibly and efficiently, and leaders can master more management methods according to different actual conditions. The selection of methods to promote the overall development of the subject, gain the support of the school to share experience in interdisciplinary research and establish a special fund. With the institutional support of the school and the establishment of a special fund, we will carry out phased and planned research promotion with time as the node, establish a pilot to practice and summarize the relevant experience, and constantly optimize and improve the relevant research results of the school, so as to enhance the cross-professional research ability,

promote the teaching results of the school and enhance the benefit degree of the student group. Oriented talent training, raise the organizational ceiling.

### **Recommendations**

(1) Provide feedback in the form of assessment meetings. take the actual development of Shenyang Conservatory of Music as the node, adjust according to the feedback results, formulate corresponding policies, establish corresponding regular training and exchanges, make regular summaries, make real-time adjustments according to the feedback information of practical experience, constantly update the strategy and improve the development mechanism.

(2) On the basis of expanding the scope of application and practice, Second, improve and develop more cross-disciplinary communication. Interdisciplinary research is the inevitable trend of the current social development and innovation, which can actively promote the comprehensiveness of the discipline development. Starting from the cross-professional study of ballet, starting from the combination of theory and practice, and starting from the discipline construction of dance, it can be applied to the construction and development of ballet major, Chinese dance major, folk dance major, ballroom dance major, modern dance major, etc. (2) On the basis of expanding the scope of application and practice, Second, improve and develop more cross-disciplinary communication. Interdisciplinary research is the inevitable trend of the current social development and innovation, which can actively promote the comprehensiveness of the discipline development. Starting from the cross-professional study of ballet, starting from the combination of theory and practice, and starting from the discipline construction of dance, it can be applied to the construction and development of ballet major, Chinese dance major, folk dance major, ballroom dance major, modern dance major, etc. Through the conversion of dance types to expand the applicability and applicability, etc., in different forms of artistic expression, it can be tried to use in the general direction of dance, painting, music, etc, and the application group organizations are a.schools, b. professional.c.dance groups, opera groups,d.gymnastics, e.amateur classes, etc.

(3) According to the research results, constantly update, adjust and supplement, continue to develop and improve the effectiveness of Shenyang Conservatory of Music leaders. researcher hopes that the ballet major can achieve better and more comprehensive

development in China, organize regular study and stable development of corresponding groups on the basis of the support of the college, plan the development direction of the discipline in a macro way, make breakthroughs and innovations by taking advantage of cross-disciplinary advantages, formulate corresponding framework embodiment and verification standards according to the actual feedback, and make full use of resources to achieve sustainable development. Based on the existing research, expanding the research scope and constantly updating the effectiveness variables of the ballet professional leaders of Shenyang Conservatory of Music in the 21st century can pass the test of time. The research scope should be expanded to supplement the performance teams of other universities or majors with ballet majors in different regions, and the horizontal and vertical extension can be carried out to conduct a more comprehensive and systematic in-depth study.

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