A senior executive professional development experience

LEADERS AS DESIGNERS OF ORGANISATIONS©

THE CHALLENGE
How to create and lead a design driven organization for the 21st century?

…we're measuring our leaders on how imaginative they are. Imaginative leaders are the ones who have the courage to fund new ideas, lead teams to discover better ideas, and lead people to take more educated risks…

GE CEO
Jeffrey R Immelt

THE CREATIVE LEADERSHIP FORUM®
ASIA PACIFIC AND AUSTRALIA

Deloitte.

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Why Should Leaders Be Designers?

Roger Martin, Dean of the Rotman School of Management, Toronto, Canada, considered one of the world's leaders in design management education argues «that as companies create and design products and services that delight customers, design is becoming an ever more important engine of corporate profit...

It is no longer enough simply to out perform the competition, to thrive in a world of change ceasless to ceaseless and rapid change.

Business people have to make bold out imagine the competition as well...they must begin to think like designers...»

The new breeds of leaders in organizations driven by design rely not only on reliable, predictable business-as-usual models. They have also harnessed an ability to be able to interpret anecdotal research, to allow customers comments to influence them even if the data is not rigorously or statistically driven.

Leaders in organizations driven by design have learnt to rely on experience, intuition and behaviours that push them into the unknown ..into uncertainty.

They have learn to design... the future.

«The dumbest mistake is viewing design as something you do at the end of the process to 'tidy up' the mess, as opposed to understanding it's a 'day one' issue and part of everything.»

Tom Peters

How will Leaders as Designers benefit my organisation?

The uses a design framework to immerse you and your organisation in a dynamic experiential learning process.

Through this process, you and your team will learn

- when and where to use design thinking
- how and in what way this positively effects the decision making of insert creative leaders
- how it effects and transforms the organization as an operational entity.

How to create, transform and lead a design driven organization for the 21st century?

Design can unlock the technological performance we build into a product and help the consumer see it, touch it. I'm not doing this because I'm a frustrated liberal arts major. Good design is serious business.

A. G. Lafley CEO Proctor and Gamble

Design in organisations can be learned, developed and expanded just as it can for individuals. Research into organisations driven by design leaders shows some key themes emerging:

- they see barriers, but do not fear them;
- they trust their people to think for themselves;
- they experiment with solutions, adapt rapidly and learn;
- they challenge the conventional;
- they use the best tools and techniques to suit the time and the purpose;
- they understand why and how they need to change

The focus of this professional development experience is on developing an understanding of how to build a culture of design that underpins thinking, strategy and action at all stages in the cycle of goal setting, product development, process delivery, marketing and customer service.

Through the introduction of behavioural and creative tools, international case studies and facilitated dialogue and feedback sessions, you will

- discuss and challenge facilitators and fellow delegates on how to interpret and apply design leadership skills and tools successfully in a business environment
- walk away with processes, understandings and techniques that can be applied immediately in any given situation to deliver a design business-building response.
- understand how to transform and lead in a design driven operation ready for 21st Century challenges.

…Design means solving problems in a creative way to which aesthetic and functional demands are of critical importance. The focus today on a company's design may rest on product development but it's future will have to encompass the entire organization's design……

Dr Harold G. Nelson

An Introduction to Leaders as Designers

Creativity, Leadership And Design

Our Stories of Design

The introduction uses the practice of corporate storytelling to develop a deep insight into the collective knowledge and practice of each participant and through this establishes a culture for insight and understanding for the programme

Leaders as Designers
A Provocation or A Necessity

This session introduces the idea of design as the on going genesis of the real world - the seminal process of world creation. Design is explained as both the oldest form of human intention - the one that defines us as being human - and as one of the emerging approaches to creative human inquiry and innovative action, superbly suited to intentional change in an unpredictable world.

A Case Study

Accompanied by an award winning 60 minute documentary, this interactive session identifies and explores how an organization can rapidly transform itself into a design thinking operation as a way of working.

The Importance of Reflective Practice in Design

Reflective practice is a fundamental tenet of design and plays a vital role in offering a way of exploring, observing and interpreting.

Through creative writing exercises built on reflective practice, you explore your working life as a leader and designer from several different perspectives.

The Aesthetics of Organizations

Using design thinking processes and techniques, you are asked what is it that shapes the environment in which we work, how we view it and feel about it?

This interactive programme completes with a facilitated discussion that seeks to unearth patterns and understandings that will inform how we think about being a dynamic creative leader in organizations in the 21st century.

Visual Explorer Picturing Approaches to Complex Challenges.

Imagine if you could only use pictures in business discussions rather than words

to realise ideas, to communicate, to find common themes or threads, to project future scenarios. How might that change the way you and your organization think and behaves?

Visual Explorer acts as a catalyst in making sense of complexity by providing a foundation for effective action within groups through the use of visualisation.

You will use this powerful design tool to explore your own complex relationship to design and how it affects the way you work within your organization.

Imagination In Practice

You explore the power of imagination in design through the use of improvisation. As a process, improvisation has a strict set of rules and protocols to ensure outcomes. This interactive session explores how the rules and protocols inform the practice of improvisation and offers profound insights into the way the imagination drives creativity.

Design in the next 10 years will move beyond the product. It will move beyond workflow. Hospitals in the future…will have different ways of interacting with the patient. We have to think about setting the course for how design can affect the whole health-care experience.»

*GE Healthcare Technologies (GE) CEO
Joseph M. Hogan*

Design and Leadership in Action

Design Leadership from A Behavioural Perspective

What sort of design leader are you? A Clarifier; an Ideator; a Developer; an Implementer; some combination of the above.
You have an opportunity to discover your design thinking preferences and then to be involved in role plays that explore the different ways design thinking plays out in organizational dynamics and cultures.

The Design Leaders Practicum

You choose an organizational problem or concern and work on it using concepts, ideas and learning that have occurred over the entire programme.

The purpose is to take a deliberate and informed design approach to leadership and organizational problem solving. To complete the programme you are required to make a presentation that proposes a design outcome using the methodologies you have experienced during the programme.

Design Leaders Round Table Dialogue

Each session is completed with a feedback session that is designed to capture insights, moments, reflections, learning and concerns on Design and Leadership in Action.

Programme Structure and Delivery

Each module in **«Leaders as Designers of Organisations»©** is designed to stand alone. Thus the programme can be designed and delivered in various ways to suit your professional development needs.

- **A condensed two day programme.**

This is an ideal way to introduce leaders as designers in-house to senior management and their teams.

- **A 12 unit programme - half day per unit**

This programme allows for the introduction of creative leadership, creativity and innovation in-house and adds a coaching dimension. In each session the theory is introduced and applied to an existing problem or concept in the work place. Each new session commences with a review of the application of the previous weeks programme.

- **An individual design leadership coaching programme.**

The modules and the content are arranged to suit your personal design leadership needs and time commitments.

Programme Coaching Service

«Leaders as Designers of Organisations»© provides an introduction to the theory and application of design leadership, creativity and innovation. It is recommended in order for you to develop real proficiency in these capabilities and skills that a programme of regular coaching and group work be designed and implemented as a follow up.

A specially designed on-line feedback survey is offered to you free of charge at the end of the initial programme to help you and your organisation assess the tools and techniques felt most appropriate, productive and effective and suitable for on-going personal, professional and organisational development.

The Creative Leadership Forum

The Creative Leadership Forum is a world class not-for-profit independent action learning centre led by a global advisory council, designed for senior executives from business, government and non-government organizations to come together with creative practitioners and facilitators in a space that minimizes the fear of failure

- to gain new knowledge
- to integrate this learning as it emerges
- to generate findings to a wider public for the common good

The Creative Leadership Forum designs and delivers creative leadership, creativity and innovation programmes to business, community and government leaders through its global network of internationally experienced creative practitioners and facilitators.

The Creative Leadership Forum Faculty
All Creative Leadership Forum programmes are delivered by internationally recognized practitioners in creative leadership, creativity and innovation.

Each practitioner must be a full member of the Creative Skills Training Council, Asia Pacific, an invitation only global on-line community of practice sharing knowledge obtained through practice in creative leadership and creative and innovation skills development. The Creative Skills Training Council is made up of creative practitioners/facilitators, business leaders, academics, designers, artists, behavioural and cognitive scientists recognised globally by their peers as leaders in practise, research or application in this field.

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Member

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The Australian Services Roundtable - www.servicesaustralia.org.au