Breakthrough Thinking: A Visual Arts Workshop for Business Leaders

In partnership with the School of the Museum of Fine Arts (SMFA), MIT Sloan offers a rare opportunity: a workshop to boost your creativity, investigative abilities, and build strategies for breakthrough thinking. Working in the studios together with graduate students and faculty of SMFA, you will collaborate on a combined business and art world challenge informed by entrepreneurship, creative innovation, technology, and social impact.

You will begin with a connected series of exercises that will both introduce you to key visual arts skills and help you synthesize your experience as a creator and a business leader. You will examine form, color, narrative, and chance through intensive, hands-on immersion into animation as collaboration; drawing and storyboarding; and 3D/installation. The final part of Day 1 will shift to the development of cross-disciplinary teams. Here, you will be challenged to consider the meaning and impact of your individual making process within a collaborative, synergistic framework. Day 2 will be held at the Museum of Fine Arts and will start with a “warm up” visual exercise to refresh your experience of the previous day and re-imagine it within a framework where your creative making is guided and shaped by collective visioning and inventing. This will be followed by faculty presentations to further inform your understanding of art, the impact of creativity on our lives and in our world, and the ways that business both validates, and requires, visionary thinking. Teams will then mine the galleries and collections within the Museum to source and contextualize a curatorial challenge. Day 3 will be held at MIT Sloan where teams will present their final work and highlight examples of the junction between management, leadership, and the creation of form.

Design Thinking: The Unexpected Path to Collaborative Innovation

In today’s intensely competitive connected economy, leadership at every level has become vastly more collaborative. So why not turn to tools that enroll and inspire teams to bring all their gifts to the collaboration process? Design Thinking is just such a tool and a proven approach to innovation that integrates the needs of people, the possibilities of technology, and the requirements for business success.

In this new SIP seminar, Design Strategists from CONTINUUM along with MIT Sloan Professor Virginia Healy-Tangney will go beyond the theory and philosophy and show you how to master design thinking in a step-by-step way and use the approach in a collaborative way on a unique MIT project. Working in teams of six and in partnership with the MIT Libraries, you will have the opportunity to apply the design thinking approach to envision a renovated, cutting-edge Hayden Library that is responsive to user needs.
Please join us for this highly interactive and experiential workshop to first learn design thinking and then in collaboration with your team apply it in real time to the MIT Hayden Library project.

**Continuum** is a global innovation and design consultancy. For three decades, the company focus has been to help organizations drive business innovation through the design of products, services and experiences that become part of the fabric of people’s lives.

**Introduction to Adaptive Leadership and Immunity to Change**
Students will be exposed to the basic ideas, frameworks, and the experiential learning context from the always oversubscribed semester-long Adaptive Leadership course originated and taught at the Harvard Kennedy School by Ronald Heifetz plus the *Immunity to Change* framework. Adaptive Leadership does not start with exporting your vision or getting “people on the bus”, but instead with understanding what is needed in the situation. We are wired to fix and solve – especially when we are identified as leaders in our organization. This workshop introduces the diagnostic distinction between the more stubborn and persistent adaptive challenges that require learning and the more certain or predictable nature of technical challenges. We will also explore what kind of blend of formal authority, informal authority, or leadership work is required to address these challenges.

*Immunity to Change*: The demands on graduate students are greater than ever. They are entering top-notch organizations with high performance expectations. They are trying to navigate the modern workplace and its increasing value on professionals with hard and soft skills. Yet, many freshly-minted and ambitious grad students find themselves “in over their heads” according to psychologists Robert Kegan and Lisa Lahey. The *Immunity To Change* section of the workshop provides a refreshing, reflective and impactful alternative to the avalanche of productivity hacks and time management tools.

Specifically, participants will:
- diagnose adaptive and technical challenges at marketplace, organizational, team and individual levels
- reboot understandings of leadership and options for leadership from any position in an organization or group
- diagnose one’s own and their organization’s Immunity to Change
- develop action plans for overcoming persistent and stubborn Immunities to Change

Our methodology values students’ lived experiences over prepared case materials. Structured exercises are built around participants cases and individual stories, so be prepared to share! These real and relevant dynamics illuminate the complexity of real challenges and the politics of change. The classroom illuminates the systemic dynamics of large groups. Small group case consultation sessions ensure active participation and relevance for each student.
Confident Communication and Powerful Presence
This session is about you and how you “show up”, as your best self, in a variety of situations. Please join us only if you are prepared to be fully engaged in a variety of exercises with other members of the group. It is highly interactive and experiential and is appropriate for anyone who needs to confidently and effectively communicate their message, ideas, and thoughts, in any situation, with confidence, powerful presence, impact and influence. You will be bouncing on balls, repeatedly speaking in front of the group, giving and receiving practical, constructive feedback and be videotaped.

You have 30 seconds to capture your audience’s attention, in the boardroom, in an interview, on a stage, or in any situation. It doesn’t matter how “right” you are, if you audience can’t hear you, you will not be effective and therefore will not have influence and impact. Human beings are masters of unconsciously reading others’ body language and nonverbal cues, and instinctively detect when the message delivered by the body does not match the verbal message. In this session, you will hone in on your “secret weapons”, establish your “presence points” and practice specific tools to Master Your Message®. It provides you with experiences that teach flexibility, how to connect deeply with your identity and values, and how to be present in the moment: a foundational platform of Powerful Presence and Communication, which is an essential prerequisite to high level communications including public speaking. It draws upon cutting edge clinical research and practical experience in the fields of neuroscience, sensory integration, systems theory, coaching, speech/language/voice and leadership.

Improvisation and Influence: An Experiential Leadership Lab
Great leaders improvise. The more you can adapt, respond and extemporize, the more persuasive and effective you’ll be. In this intensive, highly experiential course, you’ll learn, practice and apply improvisation skills for greater agility and flexibility in your leadership style. As you explore the complementary principles of improvisation and influence, you’ll learn how to effectively respond to the unexpected and persuade others when you’re interacting with your stakeholders, team members, and peers. You’ll identify your typical influence approach and discover alternatives when it doesn’t work.

Every interaction, project, or conversation in which you participate tells a story where you play a vital role in influencing the outcome. Your ability to make the most of your influence role depends on your moment to moment skillfulness as a listener and a leader. In this lab, you’ll practice techniques that help you think and speak freely on your feet with confidence, credibility, and authenticity. You’ll discover why experienced improvisers are adept at offering new ideas, bringing out the best in others, moving the action forward, and “reading the moment” to recognize what’s really happening in the back-story of each situation - and you’ll practice applying those capabilities in your interactions with others. You’ll also learn how to gain maximum investment from each team member in order to handle conflict and find collaborative pathways to shared goals.
Creating an Effective Vision

Purpose: Vision makes clear what truly matters. When asking for change, people can follow. Nothing can be created without it.
This workshop will help you create a vision—whether you think you have one, or whether you are just realizing that it might be helpful—regardless of what kind of vision you need. It may be a life vision; it may be a leadership vision to carry you wherever you want to go; it may be a vision for your business for you and your team.

Workshop Objectives:
- Understand what a vision is and why it is useful
- Learn and practice a process to create visions
- View examples and analyze them
- Create the first draft of your own vision

Leadership Communication for Power and Influence

Leadership implies that you are in charge and people will follow you. Things will be done the way you want them to be done. But when compliance is anticipated, the reality is often conflict. Why is there conflict within organizations and how can you use negotiation skills to influence outcomes? Where does power come from and how is it shared? What communication techniques can be used to reach workable agreements? In this workshop you will explore the differences between positions and interests. You will explore how ethics influences decision making. And you will see the role of, and the constraints on, the individual when he or she is negotiating as part of a team. Through a series of exercises, and Harvard Program on Negotiation role plays, this workshop allows participants to observe their own and others’ communication styles during times of conflict. This is a hands-on, action learning experience. Participants will actively engage in creating portions of the content.

The Leader as Artist; Creating to Learn vs. Learning to Create

A recent IBM Global survey of over 1500 CEOs around the world concluded that the number one leadership need is creativity. Why? Our world is going through seismic, disruptive changes characterized by speed, uncertainty, and volatility. In this new environment a new set of leadership skills is required. This two and half day program will immerse participants in fun, challenging and surprising art making activities which demonstrate the power of art to help leaders think differently and develop potentially transformational leadership capabilities. Through provocative experiential learning activities, conversation, problem solving and reflection and a rare behind the scenes visit to the Museum of Fine Arts participants will begin to develop an entirely fresh skill set and put them on a pathway to further development.

Outcomes:
- Understand new leadership context and its implications
- Learn 7 core creative skills that will enhance your leadership development
- Understand and apply 4 paradigm shifting strategies
- Apply specific creative skills to your growth as a leader
- Establish a pathway for continued development
Teaming in the Extreme

Teaming in the Extreme places you and your peers into a setting in which you must come together immediately to solve a truly extreme challenge: constructing a massive bridge made completely from cardboard and packing tape and then driving a quarter-ton golf cart across it. Each team is responsible for building a section of the bridge; therefore, a mistake in design or manufacturing by one team is a failure of the entire project. The “test drive” in front of your “client” is one of the most dramatic moments you will ever experience in a teambuilding event.

- Monday you will meet your project team and immerse yourselves in building the strongest and most effective work dynamic possible.
- Tuesday your team’s internal and external teamwork skills will be put to the test.
- Wednesday you will have the chance to reflect on your experience, draw out key insights and learnings and map the experience to key tools and skills to take with you for your career.

Teaming in the Extreme is designed to provide you with an immersive experience in cutting edge team development practices. More and more, companies are expecting their employees to have advanced team skills and are creating ad hoc teams to come together for a few hours or few weeks with very little ramp up, and with expectations to navigate effectiveness and performance. The classroom and experiential elements of this SIP course combine to provide you with a practical experience and toolkit to take with you into similar rapid team start up environments you may face in the future.