



BAYES
BUSINESS SCHOOL
CITY, UNIVERSITY OF LONDON

Creative Leadership

Setting the stage for
innovation and change

Example programme

Executive Education

[Always learning]



About the programme

Leaders today face a world that is increasingly complex, ill-structured, dynamic and even chaotic.

Traditional management approaches can fall short in addressing today's organisational challenges. Leaders embracing creativity and innovation will inspire teams, reshape business practices and deliver value to customers amidst complex and uncertain environments. Through the way that they think and behave, leaders can both draw out their own best performance and enable the collective brilliance of others.

Who is this programme for?

Executives and senior managers across all sectors who want to stimulate transformational change and sustain the best possible performance in their teams or organisations.

“Anyone can read a book about management, but the Creative Leadership programme was challenging and helped me stretch myself in an area where I wanted to grow.

It flowed with a combination of theory, idea sharing and storytelling. It was thought-provoking, reflective and almost uncomfortable at times, but it allowed me to delve a bit deeper into one or two aspects that were bespoke, meaningful and pertinent. It has given me actionable insights, things I can work on straight away.”

**James Hairsine, Physical Performance Coach,
The Football Association**

What we offer

Bayes Business School (formerly Cass) specialises in creating bespoke programmes that are tailored to meet the needs of your business to develop creative leaders. Our experienced team of Programme Directors will work with your in-house team to understand your requirements and develop a custom-made curriculum, delivered by outstanding faculty and industry practitioners who are leaders in their field.

Building on over 70 years of **research in creativity, innovation, and leadership**, and over a decade of experience delivering bespoke programmes, our approach combines the latest theory and concepts with real-world context, to transfer learning back to your workplace.

What you will learn

This programme has been created to offer a unique interdisciplinary approach to deliver sought after cognitive, interpersonal, and self-leadership skills.

The curriculum of each module is tailored to your organisation's specific business context, to drive immediate impact and change. You will gain the insight and strategies to develop your leadership style and make a plan of action about the type of leader you want to be.

Learning objectives and outcomes

- Learn to be a leader people want to follow and gain skills to lead effectively in a fast-moving, uncertain and unpredictable world.
- Understand why embedding creative leadership gives organisations the edge and learn how to maximise performance through diversity.
- Know what people want from today's leaders and why they become willing followers.
- Develop clear, helpful and productive language for creativity and innovation and build a sustainable culture.
- Build strategies to remove barriers across your organisation, to increase engagement and raise performance.



Topics include:



Setting the context for Creative Leadership

Our changing world is volatile, uncertain, complex and ambiguous (summarised as VUCA). In an increasingly complicated and interconnected world, problems cannot necessarily be 'solved', only made better or worse. Today's leaders require a new mindset and skills. Participants benefit by correctly diagnosing and understanding the problem types they are faced with and how to apply the most effective corrective strategy.

Understand the changing balance between soft and hard leadership skills which shifts the traditional focus from technical expertise towards the quality of interactions with people and creating psychological safety.



Valuing differences and high performance team building

Get the skills needed to navigate fast changing landscapes, high levels of diversity, flux and newness. This module is specifically designed for you to understand what your own best learning mindset is, and how to enable personal effectiveness.

Research shows that high cognitive diversity is a vital element of effective team performance. How to achieve cognitive diversity is a foundational skill of high performance team building. We use a highly effective process, developed by psychologists over 60 years, which pinpoints how individuals work most effectively in teams.

Constant change is exhausting and requires the ability to absorb, adapt and bounce back from adverse circumstances. Discover how to recover, relax and refocus, and be ready for the next challenge.



Your climate bubble

The climate bubble is a powerful thing. It acts like an energy field that envelops the individual, teams, and organisations. That atmosphere can either fire people up and energise them, or rapidly suck out their energy, leaving people and teams cold and disconnected.

One of the most important things a leader can do is to create a safe climate for people to do the hard work of innovation and change.



Why should anyone be led by you?

The top-down model of leadership and management is out of date. It was invented for an analogue business world, which was relevant over 100 years ago.

Contemporary leadership is not about following someone because we have to, but to follow willingly because we are inspired. In a fast-changing world, the old systems need rebooting and we show leaders how to redesign their thinking, determine their direction and lead with clarity of intentions. Through this approach you can maximise the opportunities that an exciting changing world of work brings.



The system of influence and developing your leadership practices

Explore the system of influences that enables the effective performance in others, including your leadership practices feedback. Learn what to do when internal and external forces bump teams out of effective performance, and how to transition between these moments.



Designing your Creative Leadership approach

Prepare to apply the new you, develop your "My Creative Leadership Profile" (MCLP) and plan, design and create your new approach. Get the tools for design and creative problem solving.



Location

Programmes can be delivered on site at your premises, or at our state-of-the-art hub for **Executive Education in Finsbury Square** – placing you in the heart of the City of London. The building is home to high-spec syndicate rooms, with translation booths for international clients, offering learning in your own language.

In-person programmes deliver an intense classroom experience, where you engage and network with faculty, industry practitioners and peers in person. On-site delivery also incorporates simulations, role plays, group exercises and case studies, for a truly enriched learning experience.

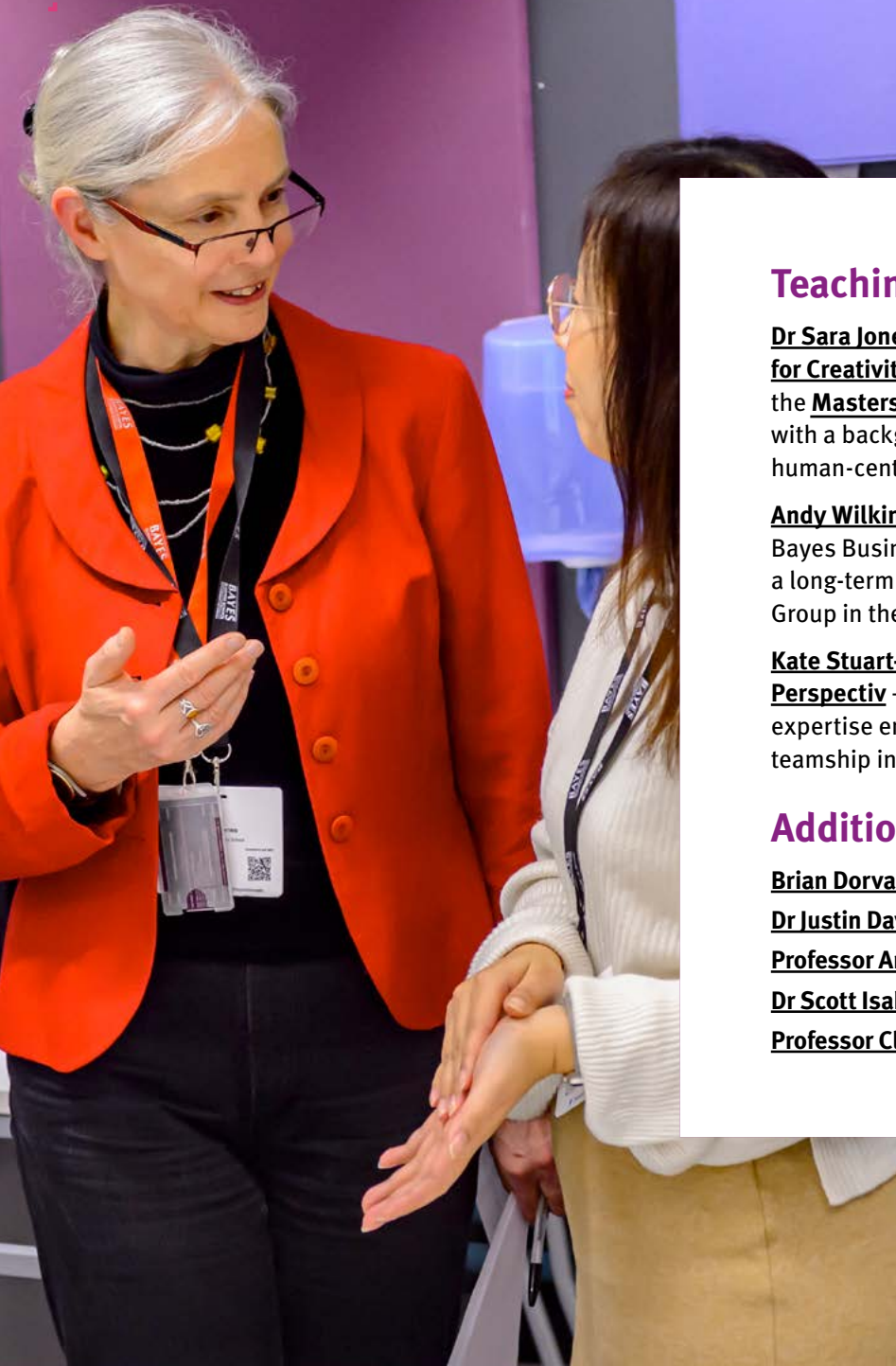
How will you learn?

You will learn through a combination of guided online resources, self-assessments, presentations, group exercises, and self-reflection co-designed by leading researchers from the **Centre for Creativity in Professional Practice** at Bayes and experienced business professionals.

Feedback is provided in a variety of ways throughout the course, both formally and informally, to support your learning. All modules will include formal evaluations, continuous assessment through quizzes, participation and group projects.

Upon successful completion of the programme, participants will be awarded a Creative Leadership Executive programme certificate.





Teaching faculty

Dr Sara Jones is Director of the interdisciplinary **Centre for Creativity in Professional Practice**, and teaches on the **Masters in Innovation, Creativity and Leadership** with a background of research and teaching in creative human-centred design.

Andy Wilkins is a Senior Honorary Visiting Fellow at Bayes Business School, a Partner of **Perspectiv**, and a long-term associate of the Creative Problem Solving Group in the USA.

Kate Stuart-Cox is joint founder with Andy of **Perspectiv** – a professional services firm with expertise embedding innovation, leadership and teamship in organisations around the world.

Additional speakers:

Brian Dorval, Think First Serve

Dr Justin Davis-Smith, Bayes Business School

Professor Amanda Goodall, Bayes Business School

Dr Scott Isaksen, CPSB

Professor Cliff Oswick, Bayes Business School.

About Bayes Business School

For more than 50 years, **Bayes Business School (formerly Cass)** has been leading the way in **Executive Education**. Our **custom programmes** help organisations excel in uncertain environments, becoming better prepared to respond to a world which is ever changing.

Based in the City of London, Bayes is among the global elite of business schools and holds the gold standard of **'triple crown' accreditation** from **AACSB, AMBA** and **EQUIS**.

Our faculty consist of world-class academics and industry-leading practitioners. Bayes academics explore imaginative new angles, asking difficult questions to produce ground-breaking research that has a positive impact on business, society and the environment.

Enquire about a
custom programme
for your organisation



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All the information contained within this document was correct at the time of going to print.

