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# COURAGE TO CREATE

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**Learn Creativity  
and Collaboration  
An Institute Designed  
by Artists for  
21st Century Leaders**

Courage to Create is a fresh and exciting experiential program.

It fosters innovative leadership by adapting artists' powerful creative and collaborative practices to meet the unique challenges that organizations now face.

These new leadership tools and approaches are essential in a climate of multiplying complexity that demands constant innovation, flexibility, and responsiveness.

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## LEADERSHIP IS AN ART.

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**Participating in a Courage to Create Institute will increase your skill and confidence in leading with awareness, creativity, nimbleness, and empathy.** You will emerge with enhanced operating dexterity, moving fluidly toward action, easily improvising and adapting to new realities in a quickly changing world.

In a list of "Breakthrough Ideas for 2004," *Harvard Business Review* included this assertion by Daniel Pink, author of *A Whole New Mind*: "The MFA is the new MBA." Pink's idea has been cited countless times in aid of a much larger point, that the skills of art—such as group improvisation, imagination, awareness, and invention—are now the chief skills for survival and sustainability, not only in the business world, but in the nonprofit and public sectors as well.

What was news in 2004 has now become official. In IBM's biennial CEO study, *Capitalizing on Complexity*, CEOs and managers from both private and public sectors in 60 nations and 33 industries said that the "single most important leadership competency" needed to navigate an environment of escalating complexity was *creativity*.

How do we make the creative transformation of core value a permanent organizational commitment? How do we support and reward team members for challenging barriers to transformation? How do we give the courage to create its new, true value as the engine of breakthrough leadership?

**The best responses to these questions have been discovered through artistic methods and habits of mind, which improve leaders' ability to:**

- respond strategically to rapidly changing conditions;
- create innovative programs, products and services;
- engage in creative relationship, co-creating to meet public needs; and
- hire, develop, and retain the best talent.

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**Art forms can be powerful teachers of creative dexterity because they engage the whole person in all dimensions.**

Listening to music, for instance, activates somatic responses: laughter, tears, excitement, the physical sensations produced by rhythm, volume, harmony, discord, and mode. Emotional responses are evoked, annexing memories, fantasies, and other potent generators of feeling.

We think about the words and music we hear, allowing it to seed ideas, to transport us to past and future realms. And when all these aspects entwine, we experience music's ineffable synergies, qualities that might be called spiritual.

**Creativity and agility require openness to learning in all these dimensions.**

The most nimble and fluent leaders are aware of their own responses, interrogate their own assumptions, look deeply into their own contexts, learn in many ways.

The best collaborators know themselves and constantly expand their awareness of others.

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## THE NEW CULTURE OF LEADERSHIP

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**The culture of leadership needs to change, bringing creativity, nimbleness, and responsiveness to the foreground.** Today's challenges call for a sustainable approach to innovation modeled on artistic practice. The goal is an organizational ecology in which creativity, reflection, group improvisation, and further innovation are part of a self-propelling generative process. With practice, leadership and creativity are fused.

This type of systemic change entails acquiring and integrating new skills and developing new habits of mind, entering into new experiences that expand creative capacities. Not just the individual leader, but the entire organization learns to:

- embrace exploration of open and often uncharted spaces, prioritizing acting in real time over excessive planning;
- design lean, agile organizational structures;
- deal with confidence and skill with non-routine events;
- grow through the experience of error;
- move with flexibility and dexterity between leading and supporting roles;
- change perspective nimbly and suspend the rush to judgment;
- focus on process as much as structure.

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## COURAGE TO CREATE INCLUDES FOUR ELEMENTS:

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- ***In-depth, individualized preparation*** including interviews focusing on your specific organizational challenges and opportunities, tailoring Courage to Create to real-world needs.
- ***Participation in a peer learning community*** with each program's cohort, using online technologies and other social networking media to strengthen your trust and capacity for innovation cultivated in face-to-face gatherings.
- ***Multi-day face-to-face institutes***, including an initial program to build skills; a mid-course program to support you in reflecting on your experience and integrating new skills; and a final program to solidify gains and enable you to set your own action plan for ongoing creative leadership.
- ***Individual coaching by skilled artist-leaders*** between face-to-face gatherings, giving you ongoing access to an "artist in residence" to provide support and guidance in applying what you've learned about expanded awareness, imagination, improvisation, invention, and other artistic skills to your own organization.

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**This sample curriculum  
incorporates Courage to Create's  
four animating principles:**

1. You are engaged physically, emotionally, intellectually, and spiritually in arts-based creative learning that builds capacity for fully dimensional organizational leadership.
2. Courage to Create provides a safe space to explore your own creative life, supporting experimentation, reflection, and integration of arts-based learning. Creative courage is engaged, but no one is subjected to any form of coercion or inappropriate exposure.
3. Hands-on experience alternates with exercises to build awareness and reflect on the meaning of experience.
4. Learning is directly transferable to your real-life leadership challenges and opportunities.

**Courage to Create is equally  
adaptable to cross-sectoral  
learning for diverse participant  
groups coming from multiple  
fields, or to focused work on a  
particular problem or opportunity  
faced by a group of colleagues**

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## SAMPLE CURRICULUM

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### DAY ONE: ENTERING THE ZONE OF IMPROVISATION

9 am: **Welcomes and Introductions. Journaling.**

9:45 am **Jazz Impact Workshop.** A collaborative learning experience alternating listening, music-making, and reflection.

12:45 pm **Lunch**

1:45 pm **Self-portrait Exercise.** Creating captioned photographic self-portraits.

4:00 pm **Break**

5:00 pm **Cocktails and Story Circle.** With total group attention, sharing stories of early, intense engagement with music.

7:00 pm **Dinner and Talk.** "The Courage to Create."

### DAY TWO: COMPOSING THE COURAGE TO CREATE

9:00 am **Obstacles to Creative Courage.** Time to express resistances and reservations, so they don't drain attention from your work.

9:30 am **Creative Courage Lab.** Experience real-life situations, exploring promising alternatives by acting them out, adding to your creative toolbox.

12:00 pm **Out to Lunch: The Art of Collaborative Dining.** You will enjoy a delicious lunch designed to activate visual and olfactory senses, as well as gustatory.

1:30 pm **Opportunity Lab.** Gain concrete experience in applying arts-based methods and approaches, directly transferable to your workplace.

4:15 pm **Break**

5:00 pm **Cocktails and Story Circle.** Share and reflect on stories: what happened when things didn't go according to expectations?

7:00 pm **Dinner and Jazz Concert.**

### DAY THREE: SUSTAINING CREATIVITY

9:00 am **Opportunity Lab, reports and reflection.**

10:00 am **New Eyes Exercise.** Learn to refresh your workplace vision by viewing your work through a new lens, allowing yourself to freely adopt a completely different perspective.

1:30 am **Imagining Success.** Imagining how next week can be different when you integrate and practice what has been learned.

12:30 pm **Lunch and Practice Routines.** Integrating new awareness and skill relies on regular practice routines. Three practice routines focusing on music, writing, and movement.

1:30 pm **Creative Covenants.** Create an individual written agreement with yourself, clarifying what you will take away from Courage to Create, and how you will create and maintain zones of improvisational freedom.

3:30 pm **Surmounting Obstacles to Sustaining Creative Courage.**

4:30 pm **Closing Drum Circle.** Group drumming, an exercise in collaborative creation.

5:30 pm **Adjourn**

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# ABOUT GOLDBARDGOLD

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Michael Gold and  
Arlene Goldbard created  
GOLDBARDGOLD to  
harness the synergies of  
two powerful practices,  
guiding organizations  
and communities toward  
creativity and sustainability.



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**Arlene Goldbard** has been a visual artist, a writer, a speaker, an organizational consultant, and a social activist, becoming fluent in the languages and skills of both artists and organizations. She has helped many agencies and organizations become more effective, from the New Museum of Contemporary Art to the Rockefeller Foundation to the Independent Television Service. She has collaborated closely with artists and organizations involved in theater, dance, music, visual art, literature and media, becoming adept in a wide range of arts-based modalities for learning, planning, and problem-solving.

She is a popular speaker, exciting audiences at venues from the Harris School of Public Policy at the University of Chicago to the Cherry Lane Theater in New York; from the International Centre of Art for Social Change in Vancouver, British Columbia, to Interferencia in Barcelona, Spain.

Arlene's essays have appeared in such journals as *Art in America*, *Theatre*, *High Performance* and *Tikkun*. Her books include *Crossroads: Reflections on the Politics of Culture*; *New Creative Community: The Art of Cultural Development*; *Community, Culture and Globalization*; and her novel, *Clarity*.

**Michael Gold** is the founder and president of Jazz Impact, where he develops and conducts interactive seminars that bring together the two seemingly disparate worlds of jazz and business. Gold's expertise is in creating customized training sessions that reinforce team-building, problem solving and other management skills by drawing upon the lessons of jazz.

He has been a sought-after keynote speaker for top Fortune 500 companies and other organizations worldwide since 2000.

Gold's extensive background in music, academia and business was essential in developing Jazz Impact. He held senior management positions in the real estate and financial services industries, holds a Ph.D. in performance and created and ran Vassar College's first jazz program. He has spent nearly two decades as a jazz bassist in New York having performed with such greats as Lee Konitz, Al Cohn, Tal Farlow, Sheila Jordan, and Warne Marsh.

Gold is an ongoing lecturer for The Executive MBA and Leadership Development Programs at the Kellogg School of Management at Northwestern University and Loyola University in New Orleans. He has lectured at the University Of Chicago Graduate School Of Business and The Ivey School of Business in Ontario. He was The Paul D. Fleck Fellow for 2008 at The Banff Centre.



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# CONTACT US

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"Your involvement has had a tremendously positive influence on our new company: learning to listen differently to each other, learning to collaborate with each other, learning to innovate in ways no one ever thought of before your presentation.

Jazz is music in motion and alive to change. Companies, whether not-for-profit or corporate, are individuals in motion and alive to change. We all need to use your concepts to develop a healthier and more productive workplace."

Annette Rodriguez, Organizational  
Resources Manager,  
People Serving People, Inc.

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"When you are ready to push members of a group beyond their current mental envelopes, it is probably time for them to hear from Arlene Goldbard. Arlene brings a wealth of experiences and accomplishments to presentations that challenge and enrich thinking."

Anthony Radich, Executive Director,  
Western States Arts Foundation

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**Every Courage to Create experience is designed in partnership with you. We love to collaborate.**

**Send us an email with contact information, and one of our principals will get in touch.**

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"Arlene Goldbard is the most respected person in my field.... She has written the seminal textbooks in the field and approaches her subject with deep intelligence, piercing analysis and a full, open heart."

Linda Frye Burnham, Cofounder,  
Art in The Public Interest

"I've participated in many attempts to use the arts, sports, or other forms of entertainment as metaphors for business. But rarely have I seen a session more perfectly 'on pitch' than the approach used by Michael Gold and Jazz Impact. Jazz is more than just a metaphor for creativity and collaboration in business. It maps perfectly to the dynamics of high performance groups in way that reveals new understanding of how teams should work together. Bravo!"

Tom Petzinger, Jr., Wall Street Journalist,  
Author of "The New Pioneers," Co-founder and  
CEO of LaunchCyte LLC