

**V&A Innovative Leadership**  
2016-17

12<sup>th</sup> October 2016 to 20<sup>th</sup> July 2017

**V&A**

## V&A Innovative Leadership 2016-17

### “An oasis of empowering thinking”

Claire Mera-Nelson, Director of Music Trinity Laban Conservatoire of Music and Dance

The V&A Innovative Leadership Programme has been helping people develop new skills, new insights and new opportunities for more than a decade. The yearlong programme brings together workshops and action learning to create a powerful tool for personal and professional growth.

You will be immersed in a unique learning environment in which you will explore how to engage your passion with the practicalities of leading in an ever changing and increasingly complex world and how to lead innovatively in the creative industries.

Perhaps most importantly, you'll develop a tight-knit, supportive network of peers. People who are amongst the most talented and dedicated people working in the Arts, Creative and Cultural Sector today.

Over the last twelve years we have welcomed more than 200 participants. We've seen graduates move on to take up leadership roles in institutions including the National Theatre, the Tate, the British Film Institute and British Museum, and our illustrious network of alumni continues to grow.

### Why Innovative?

Virtually every organisation has innovation and creativity at the heart of its strategy but very few manage to enable the cultural permission required for it to flourish. We start from the premise that Innovation is creativity in action. This programme encourages you to put your creativity, expertise and learning into action in order for your work and career to flourish.

### Who is it for?

The programme is for experienced practitioners and managers who are looking to take the next step in their careers. Participants are often experts in their field, with passion and expertise the defining reasons for their current position.

### What will I get?

- 12 workshops covering leading, learning, creating, resolving conflict, presenting, strategy, ethics and change
- 8+ sessions of Action Learning – peer to peer consulting to best apply what you learn to your work and career
- An enhanced sense of personal presence and confidence
- An increased ability to work effectively with group and power dynamics in organisations
- A tight knit supportive network of peers with whom you will have shared significant moments of your development

To apply, contact James Wilson [innovative@vam.ac.uk](mailto:innovative@vam.ac.uk)

## Programme 2016-17

*“This programme is refreshingly different from other offers in the UK in going beyond bite-sized management information: management and leadership are explored through inspirational lectures by leaders who provide an authentic insight into their work. I have met extraordinary people from institutions across the country, and formed strong links.”* 2014/15 participant

- |   |   |
|---|---|
| 1. Induction: Starting the Conversation | 12 <sup>th</sup> October 2016                               |
| 2. Re-Thinking Learning                 | 2 <sup>nd</sup> November 2016                               |
| 3. Re-Thinking Creativity               | 22 November 2016  |
| 4. Re-Thinking Leadership               | 8 <sup>th</sup> December 2016                               |
| i. Action Learning session              | Action Learning sets are mutually scheduled by participants |
| 5. Conflict Resolution                  | 18 <sup>th</sup> January 2017                               |
| ii. Action Learning session             |   |
| 6. Leading Creativity                   | 21 <sup>st</sup> & 23 <sup>rd</sup> February 2017           |
| iii. Action Learning session            |   |
| 7. Strategy                             | 25 <sup>th</sup> April 2017                                 |
| iv. Action Learning session             |   |
| 8. Presenting Self                      | 10 & 11 May, or 17 & 18 May, or 24 & 25 May 2017            |
| v. Action Learning session              |   |
| 9. Ethics in Leadership                 | 14 <sup>th</sup> June 2017                                  |
| vi. Action Learning session             |   |
| 10. Change                              | 29 <sup>th</sup> June 2017                                  |
| vii. Action Learning session            |   |
| 11. Patterns in Leading and relating    | 19 <sup>th</sup> July 2017                                  |
| 12. Speaking Truth to Power             | 20 <sup>th</sup> July 2017                                  |
| viii. Action Learning session           |   |

*“A community and an environment that supports deep work - enabling a sustained capacity for focussed reflection while provoking us into creativity and insight.”*

Dr Steve Marshall, Academic Director at Ashridge Qualifications at Hult International Business School

*“The month after the course finished I took on the new role of Acting CEO. Learnings from the V&A course have been essential in giving me the confidence to take this on.”* 2014/15 participant

*“The innovative course is an excellent opportunity to take time out from usual hectic schedules to take stock and focus on vital leadership and management self-development. It also provides tools and material that have immediate value in terms of supporting solutions for organisational challenges, and long term sustainability.”* 2014/15 participant

**Programme Price:** includes materials, lunch and refreshments

**£3,000 + VAT**

To apply, contact James Wilson [innovative@vam.ac.uk](mailto:innovative@vam.ac.uk)

**SESSION 01 Induction: Starting the Leadership Conversation James Wilson**

12<sup>th</sup> October 2016, 10.30-4.30pm

*"James is a great facilitator, organiser, sounding board and leader"* 2014/15 participant

In this first session, you will be introduced to the conceptual framework of the programme and the practice of Action Learning. You will meet your fellow leaders with whom will be working and you will create your Action Learning Group. We will also look at the three questions that underpin the programme. What do you do when you don't know what to do? How do you lead creative people creatively? How does expertise speak to expertise with mutuality and passion?



**SESSION 02 Re-Thinking Learning**

2<sup>nd</sup> November 2016, 10.30-4.30pm

Seniority and leadership present us with the opportunity not only to learn more, but to discover for ourselves new ways of learning - ways better suited to ourselves, our time and our organisations. If we do this for ourselves, then we can also open up that possibility for others, so that we can attract and develop more creative and efficient teams; diverse in their thinking and intelligence but united in their objectives and values.

In this session we will draw on a Kay Scolah's diverse body of research into amongst other things, the way that diseases "learn" to survive; how pre-school children manage to learn so much, so quickly; the Multiple Intelligence work of Howard Gardner, and Dr Paul Loper's work on somatic and visual learning, to explore how you best learn.

**Kay Scolah**



**SESSION 03 Re-Thinking Creativity**

22<sup>nd</sup> November 2016, 10.30-4.30pm

*"Steve Chapman is a genius."* 2014/15 participant

Virtually every organisation has innovation and creativity at the heart of its strategy but very few manage to enable the cultural permission required for it to flourish. How we lead in the creative sector is deeply influenced by our own sense of creativity. At the end of the session you will be exquisitely aware of where you inhibit or enable creative permission for yourself and others. You will be less fearful of creativity in yourself and in others. There are only two rules for the day – 1. Be curious. 2. It is impossible to get it wrong

**Steve Chapman**



**SESSION 04 Re-Thinking Leadership**

8<sup>th</sup> December 2016, 10.30-4.30pm

This session aims to explore the historical and philosophical context for leadership over the last 2500 years and why people have to anchor their leadership in what it means for them personally. You will inquire into when you are at your best as a human being and how to connect into the importance of paying closer attention the language you use. Words, this session suggests, create worlds. We will use a framework that allows you to explore what has led to you becoming the leader you are now (and what you wish to become).

**John Higgins**



**SESSION 05 Re-Solving Conflict**

**Kay Scolah**

18<sup>th</sup> January 2017, 10.30-4.30pm

The view of conflict that we see in current affairs reporting and classic storylines is a dark one; populated by long running feuds and seemingly intractable villains, by in-groups and out-groups. In this session we pay attention to how we better notice what is really going on, both in you and the other. It's challenging, requiring the courage to notice when we are making assumptions and falling back on old and unsuccessful strategies.



**SESSION 06 Leading Creativity**

**Joe Townsend & James Wilson**

**2 days**

21<sup>st</sup> and 23<sup>rd</sup> February 2017, 10.30-4.30pm

Trinity Laban Conservatoire of Music & Dance

*"Thank you for a quite brilliant two days. Honestly I feel these two days have been a bit life changing!"* 2015/16 participant

Colab is Trinity Laban's remarkable two week festival of creativity, offering an unparalleled insight into the creative process empowering participants to take artistic risks. Over two days we will inquire into group and team dynamics, whilst giving you the opportunity to interact, lead, guide and learn with creative projects as part of the festival. This is an exceptional opportunity to put your learning into practice.



**SESSION 07 Re-Thinking Strategy**

**John V Willshire**

25th April 2017, 10.30-4.30pm

*"I've found that if you have half an idea that you are excited about - John probably has the other half."* Tracey Camilleri, Saïd Business School.

We often worry about solving specific problems, designing particular solutions, communicating precise benefits. We make the work we do about one thing in particular, attending to the outputs. What if though we looked beyond the short term and the precise, to create not just ideas themselves, but systems and situations for ourselves and the people around us which become capable of generation idea after idea? We explore how we think about synergies, and maps, and systems, in a way that builds a new kind of recombinant structure into organisations.



**SESSION 08 Presenting Self**

**Adrian Deakes & James Wilson**

A 2 day workshop in smaller groups

10 & 11 May, or 17 & 18 May, or 24 & 25 May 2017

*"I can't tell you how much I enjoyed the Presenting Self workshops, - much more than I'd anticipated in fact. There were so many practical techniques, - probably more than I've ever been exposed to in such a short space of time, and all genuinely useful."*

2015/16 participant

This workshop is interested in how you communicate your expertise and your authority, your *self* as opposed to your subject. We look at purpose, intentionality and "actioning". We use a powerful yet simple approach to help you to transform how *you* present.



To apply, contact James Wilson [innovative@vam.ac.uk](mailto:innovative@vam.ac.uk)

## SESSION 09 Ethics in Leadership

Tammy Tawadros

14th June 2017, 10.30-4.30pm

Ethics underpin and guide our actions and intentionality. In an ever more complex and connected world, strategic planning, decision making and leading are ever more complicated acts. And without ethics, this session suggests, leadership is a rag-bag of techniques. We inquire into how your personal values effect your leadership.

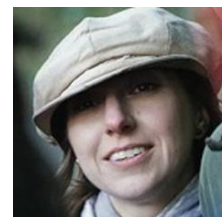


## SESSION 10 Change

Dr Alexandra Stubbings

29<sup>th</sup> June 2017, 10.30-4.30pm

How we see and speak of our physical, social and cultural environment directs how we approach the topic of change. In this session we investigate how you can change the ways in which you construct change in order that you may act more effectively. You will be introduced to the Talik model of change as well as the practice of Appreciative Inquiry.



## SESSION 11 Patterns in relating & leading

Steve Chapman

19th July 2017, 10.30-4.30pm

Continuing on from our exploration of change, this sessions looks at organisational patterns of relating and how, as a leader, you can disturb these patterns, effecting movement away from stuckness and hence change, both personal and organisational. By this point in the programme you will creatively self-aware and ready to consider what your next step will be.



## SESSION 12 Speaking Truth to Power

John Higgins

20th July 2017, 10.30-4.30pm

This session aims to explore what truth and power mean to you within the context of your current situation. You will be using a diagnostic to explore explicit areas of strength and weakness as well as what you can do to equip yourself and others to create a more robust truth telling culture.

And we reflect on how you have changed, expanded and developed in the last year, where you locate yourself now and encourage you to take the first step toward your better future.



*“The programme provided the opportunity I had been looking for – time away from the day job to think hard about my practice as a museum professional, and in turn for my teams. I have come away from the programme inspired.”*

*“It has improved my confidence which has in turn improved my effectiveness in dealing with challenging situations. While I have always wanted to ‘make things work’ I now have a clearer vision of the motivation of others, how best to harness their skills, what makes a successful team and how to ‘get the job done’*

2014-15 participants

## How does the programme work?

*"I appreciated the value of that fluidity and the sessions felt much more collaborative, rather than being lectured at."* 2014-15 participant

We recognize that learning takes place, makes sense and becomes significant & useful for each individual at different points - sometimes during, sometimes after the workshops and programme as a whole.

The programme is planned in a linear manner to provide an understandable process of development, but more importantly it acts as a safe holding frame in which participants can experiment, make mistakes, gaining learning as and when needed.

We use an Action Inquiry based approach as a way of simultaneously conducting *action* and *inquiry* as a disciplined leadership practice that increases the wider effectiveness of our *actions*.

### **Module 1 – Re-Thinking our assumptions**

Four workshops inquiring into learning, creativity and leadership.

### **Module 2 – Experimenting and taking action**

Four workshops engaging with the practices of leadership - Conflict Resolution, Leading Creative Teams, Presentation of Self, and Strategy.

### **Module 3 – Reflecting and Moving On**

Two workshops on Ethics and Change that challenge us to think beyond our current position.

Two workshops reflecting on creativity and leadership as the bridge between the programme and the participants' desired next step.

## **Action Learning**

We also recognize that learning is a social activity.

Action Learning is a powerful development activity that helps you to apply and put into practice your learning from the programme as well developing your leadership capability for coaching and developing others.

Working in a small home group, you will meet throughout the programme to tackle real problems or issues in order to get things done. The 60-90 minute sessions focus on your work, encourage commitment to action and, through the development of a stronger peer bonds from your group, encourage learning from and, hence, appreciation of, different perspectives.

*"The action learning sets have been one of the key ingredients in my opinion.*

*My action learning set continues to meet: we learn from each other, and grow together."*

2014-15 participant

*"I have met extraordinary people from institutions across the country, and formed strong links"*

2014/15 participant

### Where do participants come from?

- British Council
- British Museum
- Cardboard Citizens Theatre Company
- Geffrye Museum
- Historic Royal Palaces
- Imperial War Museum
- Ironbridge Gorge Museum Trust
- Leicester City Council
- Museum Libraries and Archives Council
- National Gallery
- National Museums Directors' Council
- National Portrait Gallery
- National Sikh Heritage Centre
- National Theatre
- National Trust
- Natural History Museum
- Nottingham City Council
- Greenwich Old Royal Naval College
- Royal College of Arts
- Royal Albert Hall
- Sir John Moore Foundation
- Southbank Centre
- Tate
- Wallace Collection

### Where do participants go?

Some of our 200+ alumni

*"In just a year I feel I have come a long way which is what I had hoped when I started the course. The course helped build my confidence and has made me realise my potential. It gave me the confidence to go for a promotion which I have since got."* 2014-15 participant

<b>Achim Borchardt-Hume</b>	<b>Director of Exhibitions</b> , Tate Modern
<b>Alan Hart</b>	<b>CEO</b> , GEM-A, The Gemmological Association
<b>Alex Bayley</b>	<b>Director of Marketing</b> , National Theatre
<b>Alison Richmond</b>	<b>Chief Executive</b> , Institute of Conservation
<b>Andrew Downs</b>	<b>Operations Director</b> , Tate
<b>Anna Dejean</b>	<b>Head of Major Projects</b> , Science Museum
<b>Cathy Putz</b>	<b>Head of Touring Exhibitions</b> , V&A
<b>Charlotte Wilkinson</b>	<b>Head of Creative</b> , The Body Shop
<b>Emmajane Avery</b>	<b>Director of Learning &amp; Visitor Experience</b> , V&A
<b>Francesca Vinti</b>	<b>Director of Development</b> , British Film Institute
<b>Gareth Williams</b>	<b>Head of Design</b> , Middlesex University
<b>Jo Hornsby</b>	<b>Head of Planning</b> , National Theatre
<b>Katie Town</b>	<b>Executive Director</b> , Theatre Royal Wakefield
<b>Lisa Caughey</b>	<b>Chief Executive</b> , Cardboard Citizens
<b>Matt Thompson</b>	<b>Head Collections Curator</b> , English Heritage
<b>Nino Strachey</b>	<b>Head of Conservation, London &amp; South East</b> , National Trust
<b>Ollie Jeffery</b>	<b>Head of Show Management</b> , Royal Albert Hall
<b>Rob Moye</b>	<b>Director</b> , Charles Dickens Museum
<b>Sarah J Murray</b>	<b>Head of <i>The Studio</i></b> , National Theatre
<b>Sarah Nicholson</b>	<b>General Manager</b> , Sheffield Theatres
<b>Tony Spence</b>	<b>Head of Collection Services</b> , British Museum

To apply, contact James Wilson [innovative@vam.ac.uk](mailto:innovative@vam.ac.uk)



*"I found the speakers very inspiring"* 2014/15 participant

## Who will I be working with?

**James Wilson**, Programme Leader [innovative@vam.ac.uk](mailto:innovative@vam.ac.uk)

James is a people and organisation consultant. He worked in management in the arts & charities sector, nationally and internationally, for nearly 20 years before joining the V&A where he has specialised in organisation development through staff engagement and leadership development.

He has been leading the V&A Innovative Leadership programme since 2008.

James' primary interest is in how people, particularly experts, work better together.

He takes great professional satisfaction from helping people shine.

He holds a Masters in Organisation Consulting and Bachelors (Hons) in Drama.

He is a Fellow of the Royal Society of Arts and a Member of the Professional Mediators Association.

He is a school governor, a mentor for Arts Emergency and an overly keen cyclist.



**Kay Scolah**, Founder. [HavemorefUnlimited](http://HavemorefUnlimited)

Kay Scolah is facilitator, researcher, performer, yoga teacher, writer, sometime brand and marketing exec and biochemist. She is the founder of HavemorefUNLIMITED, a qualitative research, facilitation, training and storytelling organisation.

Most of her work in business and the arts is in helping diverse groups of people to communicate more clearly, co-operate more effectively and co-create solutions to knotty problems. She has worked with teams from a multi-national group of senior corporate executives in Korea, through scientists trying to explain technology to marketing people, to homeless people in Dublin. She is supported by a talented network of artists, performers and scientists around the world, as well as by her own ongoing study of performance and movement. She is a tutor on the Oxford Strategic Leadership Programme at Said Business School.

**Steve Chapman**, Chief Adventurer, [Can Scorpions Smoke? Ltd](http://CanScorpionsSmoke?Ltd)

Steve is interested in spontaneity, creativity and the anaesthetising effect that organisations (and society in general) have on our ability to collaborate, create, imagine and change together.

His mission is to 'lift the curtain' on organisational life and to help others realise that they are simply taking part in one big corporate improvisation experience.

He has worked as a Senior Leadership and Organisation Development Director for a large multi-national blue-chip and as an independent/associate consultant working in pharmaceuticals, telecoms, FMCG, financial services, retail, airlines, utilities, design, digital, engineering, energy, third sector and arts and culture.

His work is heavily informed by Gestalt psychology, the Complexity Sciences and performance improvisation.



To apply, contact James Wilson [innovative@vam.ac.uk](mailto:innovative@vam.ac.uk)

**[John Higgins](#)**, Executive Coach and Research Consultant

John has been an active organisational consultant, researcher, tutor, and coach for nearly 30 years. His particular focus covers organisational and individual change; leadership and leadership **development**. **His work draws on a mix of practical experience, academic rigour, ongoing research, and intensive psychoanalytic conditioning - for John believes** that for leaders to understand the way they lead, they need to gain awareness of the shadows of their past – otherwise they will meet these shadows again and again. To go with his many years of leading, designing, and supporting complex organisational engagements, John has worked extensively with leading practitioners and researchers in the field of consulting and leadership to produce an important number of books. John is passionate about the poetry of T.S. Eliot.



**[Joe Townsend](#)**, Creative Producer of [CoLab at Trinity Laban Conservatoire](#)



**Co-Lab** is where a thousand music and dance students work together to create new work and develop the skills that are valued in the creative industries.

He also leads Engaging Audiences, a module that connects students with professional work in its many forms. Initially a self-taught musician he later trained in Jazz on the violin at the Guildhall in the 1980s and then at Community Music with John Stevens, using improvisation as a tool for social change.

His work in Education has ranged from leadership training with LPO, Serious, Welsh National Opera and Opera North to developing pedagogical training programmes and contributing to the development of schools music making in the National Curriculum and course design in the conservatoire. Joe is a cultural commentator and academic at Trinity Laban and speaks at conferences on collaboration, pedagogy, audience development and social entrepreneurship. Since 2012 he works as a career advisor and creativity mentor for both students and professional artists.

**[Adrian Deakes](#)**, Programme Manager for [Theatre and Performance V&A](#)

Adrian has a BA (Hons) Degree in Theatre Arts from the University of Leeds and a PGCE in Secondary Drama and Contextual Studies from the University of Reading. He taught Drama, English and Media Studies at three Essex schools including three years as Head of Department.

He was Education Manager at the Theatre Museum in Covent Garden for seven years before transferring to the V&A as Programme Manager for Theatre and Performance where he runs the schools' programme of workshops, events and activities that support Performance exhibitions and collections. Recent projects include work with Ravenswood School on 'David Bowie is...' and he has recently written the Peter Brook Teachers' Resource for teachers of Key Stage 5 Performance Studies.



To apply, contact James Wilson [innovative@vam.ac.uk](mailto:innovative@vam.ac.uk)

**John V Willshire, Founder at [Smithery](#)**



John founded Smithery, an innovation consultancy, in 2011 based upon the idea that for the vast majority of companies today making things people want is a more modern, rewarding strategy than making people want things.

He helps companies and agencies with strategy, structure, community, communications and the creation and cultivation of ground breaking ideas. So far Smithery has helped the likes of Google, Channel 4, Royal Mail, W3, Herd, LBi, 101 London, and Creature London.

John regularly speaks at conferences and gatherings around the world (although mostly in Oslo, it seems) and sits on various awards panels (although mostly in Las Vegas, it seems). Prior to founding Smithery, John spent seven years at PHD Media in London, as Head of Innovation and as Chief Innovation Officer.

**[Tammy Tawadros](#), Coach & Consultant**

Tammy spent a number of years working in the health and social care professions, also in London. She went on to build a career in learning and development - becoming a talent manager responsible for a number of professional and management development programmes in the UK. Tammy later gained an MSc in HR/Organisational Consulting (with distinction) and has been working as a highly successful coach and organisation development consultant for the past 20 years.

Tammy is an Associate Consultant at Cass and Ashridge Business Schools.

She works across multiple sectors including financial services and media, charities and non-profit organisations, local and national government and the UK National Health Service. Her international work has included assignments in Africa, the Caribbean and the Middle East. Tammy has made a deliberate choice to work across many organisations and multiple sectors in order to strengthen her knowledge by combining deep expertise in organizational consulting with a breadth of experience that comes from the 'cross-pollination' of ideas to develop best practice.



**Alexandra Stubbings, Co-Founder and Director, [Talik & Co](#)**

Alexandra consults and coaches at the intersection of sustainability, strategy and change. She has spent over 15 years facilitating cultural change that fosters responsibility and participation, environmental sensitivity and social impact across organisations and networks. She has worked in Europe, MENA and Sub-Saharan Africa, US and Asia-Pac and with leading PLCs, social enterprises, foundations and governments.

Her work ranges from designing and leading large multi-stakeholder engagement processes (action labs, Open Space, Appreciative Inquiry summits) through strategy evaluation and design to coaching CEOs. Her action research based doctoral thesis was concerned with stakeholder-led approaches to shared value strategy and provided the theoretical grounding and action research field- testing for the Talik model. She is a trustee of TreeSisters, the charity promoting sustainable behavioural change and reforestation.

To apply, contact James Wilson [innovative@vam.ac.uk](mailto:innovative@vam.ac.uk)