

Leading in Times Like This



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Creative ideas
Innovative solutions
Inspiring setting

Leadership Development at The Banff Centre offers customized and public programs in the corporate, government, Aboriginal, arts, and not-for-profit sectors that enable and support fundamental transformation in individuals, organizations, and communities. Program participants are mid- to senior-level leaders and decision-makers in their fields.

How can today's leaders best navigate their way through current economic turmoil? And why is leadership development critical?

In this Q&A Nick Nissley Ed.D., executive director of Leadership Development at The Banff Centre, responds.

Q: What kind of leadership is needed in these times of economic turmoil?

A: The most insightful leaders realize that the thinking that got us to this point is not the same thinking that will be required to find our way out of this complex situation. A fundamental shift is required – leaders are going to have to access the organization's imagination and creativity more than ever before. To do this, and to get the performance they want from their teams and for their organizations, they will have to engage their workforce's capacity for *human resourcefulness*.

Q: How do you engage a workforce's creativity, and what does this mean?

A: A forward-thinking leader recognizes the value of creativity and innovation in times like this. At The Banff Centre we refer to this as "human resourcefulness". Human resourcefulness is a leader's ability to think and act beyond boundaries and achieve more than was previously imagined. Key to engaging a workforce's creativity is a leader's ability to unleash their team's capacity for human resourcefulness.

Q: How can creativity and innovation help?

A: Creativity is simply our human capacity to generate useful novel ideas. And innovation is our capacity to breathe life into these ideas and ultimately bring them to market. Today's leaders must be both creative and innovative to survive and thrive.

Q: Why is leadership development so important now, when training budgets may be at risk?

A: When organizations have a kneejerk reaction and slash professional development and training budgets, they risk compromising their leadership pipelines, the very flow of talent that's necessary for them to creatively work their way through today's challenges and to realize tomorrow's opportunities.

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Q: How do The Banff Centre's leadership development programs help leaders and their organizations?

A: All leaders must work through others, such as their teams, to realize their desired results, sharing their vision, executing strategies, and holding others accountable. Our *Leading Strategically*, *Leading Teams*, and *Leading for Results* programs are foundational leadership programs for times like this. Programs like *Inspiring Creative Leadership* help participants understand, discover, and experience the kind of new leadership that is needed.

Our leadership development participants realize that their personal leadership is the driver of organization effectiveness. Insights to our strengths and how to leverage those strengths is critical to success in times like this.

Q: How do your programs prepare leaders to respond to current and future challenges?

A: Many other programs get leaders to sit down and analyze business cases, problems of the past. At The Banff Centre we get leaders to work on real challenges, to look ahead so they can position themselves now for future success, by looking inward, upward, and outward at the world around them. We don't think leaders do their best work using what we call the "rear view mirror" approach, looking backwards to drive their organizations forward. Rather we believe leaders achieve their best results by looking through the front window – at the challenges that are in front of us, not those which are behind us. And we do this through hands-on, experiential learning both inside and outside of the classroom.

Q: What does The Banff Centre offer that's unique?

A: The Banff Centre has been a place of "intersectional innovation" for 75 years – a place where artists and leaders learn together. In fact, we've found that artists and artistic practice may have much to teach us about the practice of creative leaders. In a recent *Harvard Business Review*, an article by Harvard Business School creativity and innovation guru Teresa Amabile, reminds us that innovation is more likely when people of different disciplines, backgrounds, and areas of expertise work collaboratively on a challenge - that sometimes the complexity of a problem demands diversity. The Banff Centre's Leadership Development programs create an intersectional space that encourages creativity and affords innovative solutions to our challenges.

For more information about us, or our programs, visit www.banffleadership.com.