



## IMPROVISATIONAL DIALOGUE SESSIONS

"How can I know what I mean until I hear what I say?"

### **Improvisational leadership -**

Is about developing attentive leadership, enabling the organization to act appropriately and effectively in complex contexts.

We define it as a reflexive attitude, a way of relating to oneself, one another and the world around us. Improvisation is an emerging way to communicate and interact.

### **Why improvisation?**

We believe complexity sets the agenda for our time. Organizations and leaders need to rewire the way they think and act. Many tasks can no longer be considered and solved by traditional approaches.

We strive to understand, embrace, and navigate complexity rather than reduce and control it. Improvisation can help us in this

### **Strategic creative management**

Is a headline with an inherent paradox - A paradox that is our framework for understanding how organizations can develop managerial and innovative capabilities. The paradox, we argue, is a catalytic field between core business and a need for development.

A constant movement, balance and prioritization between two positions:

- the goal-oriented
- the open and the closed

On one hand, daily operations and existing business and on the other hand, the desire or need to be innovative to keep up with fierce competition and potential disruption.

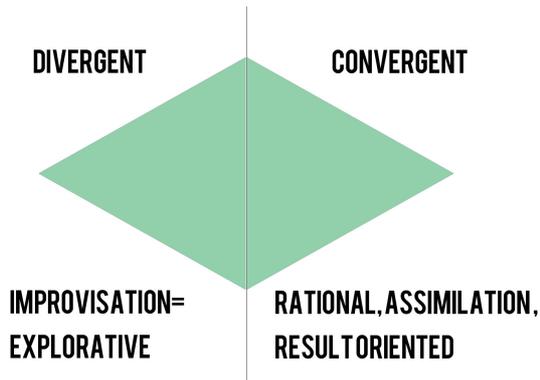
Strategic management tools are justified when the organization operates in familiar and predictable waters, solving problems here the goal is known, and it is about how we most effectively can hit the target. However, it is demanding when the situation calls for risk-taking, creativity, and courage to initiate experimenting processes and conditions that challenge the status quo.

Breaking habits and routines are challenging for all of us, and this is where jazz improvisation holds a new vision of how to act, create, communicate and relate when the world is complex. At the same time, there is a demand for renewal and differentiation - in other words, to be innovative.

### **The exploratory and decision-making**

By emphasizing the differences between these two different states of mind and movements - divergence and convergence - open/closed, the organization achieve increased and paramount innovative opportunities - factors that positively impact the organization's creative ability.

Our methodological approach:



A non-linear movement between the two attitudes, states of mind: open/closed

- Development = divergence
- Operations = convergence

The organization's innovative capability will depend on the distribution of attention, understanding and resources between the two areas. Therefore, organizations must increase awareness of when and how these two different positions come into play in the organization - formally and informally.

### **Complexity - acting in uncertainty**

The concept seems to have become a staple of management rhetoric, but what does it mean that something is complex? And what impact does it have on our organizations, teams and leaders? If an organization acknowledges being in a world of increasing complexity, how can we as leaders and organizations relate to this? Improvisation is essential navigating in complex contexts.

### **Our practical approach – Jazz improvisation**

Improvisation is at our disposal and shows and tells us how to create better conditions for organizational leadership and innovation. Jazz improvisation has built-in flexibility, created by conditions like real-time reflexivity, insecurity, uncertainty

and unpredictability. But it takes place in a defined framework.

A framework to be explored challenged and changed. The framework will always appear as a returning platform for the process.

The music serves as backdrop, illustrating the flexible movements between divergent and convergent approaches - a dynamic and simultaneous movement between the individual and the group.

### **The Lab – Improvisational Dialogue**

When working with improvisational dialogue, jazz improvisation, management and organizations.

We set the framework for our dialogues and processes based on musical improvisation. From here, we work in an experimental and investigative manner.

We examine what enables musicians to step in and out of joint and individual, creative spaces - jazz improvisation.

We combine improvisation, learning, and inspiration and look at how to apply it and its impact in an organizational context. Participants will have the opportunity to experience jazz and its improvisation, the music's sensuous and mental presence, at close hand.

Innovation is people in a creative dialogue.





## Who

- Improvisational dialogue sessions conducted by consultant Flemming Toff and bandleader Thomas Hass.
- Thomas and his quartet is the live laboratory, and with Flemming, they engage, challenge and inspire the participants to relate to leadership and innovation in an organizational context



### Focus areas:

- Communication - Dialogue
- Leadership
- Control
- Intuition
- Individual - group
- Identity
- Creativity
- Improvisation
- Language
- Co-creation
- Emergence
- Trust

Leaders must be able to improvise  
*"We have a need for leaders who can guide and inspire, the more complex the world becomes. Not through crystal clear vision, but by improvising and by teaching people how to adapt to changing and unforeseen circumstances."*  
Ralph Stacey - DJØF magazine - 2015

### Target audience:

- Managers, leaders, decision-makers, project managers, change agents
- Innovation teams, multidisciplinary teams - R&D
- Leaders seeking to challenge and develop their leadership in a new and different way
- No musical prerequisites for participation

For further information: [info@emerging.dk](mailto:info@emerging.dk) - tel.: +45 26735214