



# BUILDING PARTNERSHIPS WITH BUSINESS

ARTS-BASED TRAINING PROGRAMS

# According to *Working Beyond Borders*, a major IBM study of more than 700 chief human resource officers worldwide, HR executives believe that there are three key workforce gaps:

- 1 Cultivating creative leaders** – who can nimbly lead in complex global environments.
- 2 Mobilizing for greater speed and flexibility** – producing significantly greater capability to adjust underlying costs and faster ways to allocate talent.
- 3 Capitalizing on collective intelligence** – through much more effective collaboration across increasingly global teams.

And from an additional IBM Survey, *Capitalizing on Complexity*, of more than 1,500 chief executive officers worldwide, “More than rigor, management discipline, integrity or even vision – successfully navigating an increasingly complex world will require creativity.”

Businesses are looking for solutions and arts-based training can help.

## What is arts-based training?

Arts-based training can be defined as employee or staff development training, delivered through various arts disciplines to develop trust, find shared values, shift perceptions, combine right-brain imagination with left-brain logic and analysis to increase the capacity for breakthrough ideas and insights, teach employees leadership and communication skills and high-performance teamwork. Arts-based training is used in many sectors in business from solicitors and law firms, Fortune 500 companies, to local councils and community-based organizations.

## What can businesses learn from the arts?

Companies use arts-based training programs to:

- ▶ Foster creative thinking
- ▶ Promote the development of new leadership models
- ▶ Strengthen employee skills in critical areas such as communication, collaboration, conflict resolution, change management, presentation/public performance, and intercultural communication

## Is it right for your organization?

Arts-based learning can be realized on many different levels of training:

- ▶ Participatory workshops
- ▶ Skill-based training programs
- ▶ Hands-on consultancies with business units
- ▶ Individual and team coaching
- ▶ Lecture/demonstrations at leadership conferences

The size and capacity of your organization will define the scope of work.

## What is required?

- ▶ Interest in developing people's skills
- ▶ Trained staff or access to arts-based learning practitioners and facilitators
- ▶ Exploration of what artists and artistic process offer businesses
- ▶ Ability to deconstruct the artistic process
- ▶ Ability to make connections between arts practice and business needs
- ▶ Familiarity with “learning needs analysis” (everyone learns differently), questioning skills, listening skills

## How do you market your services?

- ▶ Make a list of potential partners. Consider all businesses you deal with regularly, contacts from your board and business supporters, members of the Rotary Club and your local chamber or supporters of other nonprofit arts organizations.
- ▶ Learn more about the businesses' internal culture as you seek volunteers, workplace giving or through organizational perks that you offer donor companies. Think about how partnering with your organization in arts-based training/workshops might help businesses achieve their goals.
- ▶ Talk to key decision makers in a company about the effectiveness of arts-based training in relation to current business demands. These might include HR Directors, Chief Learning Officers (CLO's), Directors of Training, Senior Strategy Advisors to CEO's (especially with regard to change initiatives). Also consider leaders of innovation teams/innovation officers, event planners, and consultants.
- ▶ Offer to present a lecture/demonstration about arts-based training for your local Society of Human Resource Management or similar organizations.
- ▶ Invite key decision makers to sample arts-based training workshops.
- ▶ Keep them apprised of new workshops and updated client lists.

# Collaborate with business to design sessions:

- ▶ Identify the “problem” and learning needs relating to the business issues
- ▶ Work with the company’s representative to develop a learning solution to the issues identified
- ▶ Design a learning program, set learning objectives, and create an evaluation process
- ▶ Negotiate price, packaging and promotion

## Case Studies

Watch *Building Partnerships with Business: Arts-based Training Programs*, an [on-demand webinar](#), for case studies and various types of arts-based training from panelists: Louise Chalfant, Guthrie Theater; Kelly Pollock, COCA Saint Louis; Linda Naiman, Creativity at Work and moderator: Ted Buswick, Graduate School of Management, Clark University

## Resources

[“Solving Business Problems through the Creative Power of the Arts: Catalyzing Change at Unilever”](#)

[Artful Creation: Learning-tales of Arts-in-business](#) – Lotte Darso

[The Value of Arts for Business](#) – Giovanni Schiuma

[Artful Making: What Managers Need to Know About How Artists Work](#) - Robert Austin & Lee Devin

[Orchestrating Collaboration at Work](#) – Linda Naiman

Two special issues of the [Journal of Business Strategy on arts-based learning for business](#): Vol. 26, No. 5, 2005 and Vol. 31, No. 4, 2010.

Guthrie Theater / [www.guthrietheater.org](http://www.guthrietheater.org)

COCA Center of Creative Arts / [www.cocastl.org](http://www.cocastl.org)

Creativity at Work / [www.creativityatwork.com](http://www.creativityatwork.com)

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