

Creative Management :Mastering How to Connect, Collaborate and Lead through Theater Workshops

Business schools around the world nowadays offer workshops that use a variety of artistic techniques such as theater, design, or LEGO blocks, to develop leadership, change management and entrepreneurial skills.

Osaka City University Graduate School of Business is also giving educationally highly effective theater workshops as part of its ‘Health/Social Care Innovation Management’ evening MBA program for health/social care professionals, in cooperation with business schools in Japan and abroad. For this session, Associate Professor Steven S. Taylor (Worcester Polytechnic Institute, the United States), who has given many theater workshops at business schools and companies world-wide as a university professor, an actor, a playwright, and an OD/HRD consultant, will lead a special public workshop to develop ‘collaboration’ skills, which are indispensable for organizational innovation and entrepreneurship for 12 participants "on-stage" including scientists, engineers, health/social care professionals, and graduate students of management.

After an introductory lecture by Professor Taylor, the participants are engaged in group works and presentations on a 30m2 specially-built stage, all recorded by video cameras and projected on the walls of the event hall. During the Exercise 3 group work, Leslie Stager, Organizational Learning and Development Consultant at Cleveland Clinic Foundation, USA, who is also a well-known theater workshop facilitator and an actress, will also "appear" on the event hall walls to provide on-line comments for the audience and to introduce video presentations of arts-based workshops at Copenhagen Business School (Copenhagen, Denmark), ICN Business School (Nancy-Metz, France), and Aoyama Gakuin University Graduate School of Social Informatics (Tokyo, Japan).

Public theater workshop introduction lecture, guidance and explanation

Steven S. Taylor (Associate Professor, Worcester Polytechnic Institute, School of Business, USA)

Dr. Taylor received his B.S. in Humanities from Massachusetts Institute of Technology, USA in 1982, M.A. in Performing Arts from Emerson College, USA in 1993, and Ph.D.in Management, Organizational Studies from Boston College, USA in 2000. After teaching as Lecturer in Change Management at University of Bath, UK, he has been teaching at Worcester Polytechnic Institute, USA as Assistant Professor, Department of Management (2002-2008), and Associate Professor, School of Business (2008-present). Dr. Taylor’s research focuses on the aesthetics of organizational action and reflective practice. Recently his academic work has focused on theorizing what business can learn from the arts and leadership as craft. Dr. Taylor is the author of the book “**Leadership Craft, Leadership Art**” (Palgrave Macmillan, 2012), one of co-authors of “**Action Inquiry**” (Berrett-Koehler, 2004), and the editor of the journal “**Organizational Aesthetics**”. He is also a playwright whose work has been performed in England, France, Poland, Canada, Denmark, New Zealand, Italy, Australia, and the USA. Dr. Taylor served as a Fulbright Specialist (New Zealand, 2013) and a Researcher in Residence at the Banff Centre (Canada, 2008).



Live on-line commentator on the public theater workshop.

Leslie Stager, PhD (Organizational Learning and Development Consultant, Cleveland Clinic Foundation, USA)

Leslie Stager is presently an Organization Learning and Performance Consultant with the Cleveland Clinic Foundation in Cleveland, Ohio, USA. She works as a scholar/practitioner who drives her practice with internal clients using current organization, management, and leadership research to inform the practice needs of the organization keeping its processes cutting edge. Most recently, she lectured at Massey University in Auckland, New Zealand in Management Communication. Her primary research interests include how theatre and acting methods can positively benefit management training and the training of organization development consultants. Leslie is working on a book chapter about the representation of business in film. She is also investigating how stage presence can be taught to managers to motivate and inspire employees. Additionally, she will be studying the long-term effects of teaching theatre skills to MBA students with R. Edward Freeman of the University of Virginia’s Darden Graduate School of Business. When her schedule allows, she is a professional actress appearing in television commercials and shows, and stage productions.

Time Table

- 10:00-10:20: Creative Leadership (Short Lecture)
Entrepreneurship and leadership are fundamentally creative acts, they are art not science.
How artists understand creativity?
Today we will focus in on collaboration.
- 10:20 – 10:40: The Structure and Feel of Collaboration (Large group exercises)
- negative conversation
- positive conversation
- structured “yes and” exercises
- Image Theater handshake exercise (small group only)
- discussion and relationships to connection
- 10:40 – 11:00: Barriers to Collaboration (small group exercises)
- low status posture
- high status posture
- interact with high and low status groups
- low status eye contact
- high status eye contact
- interact with high and low status groups
- observations of exercises and relationships to connection
- 11:00 – 11:30: Doing Status (small group exercise – On-line live commentary)
- raising and lowering your own status
- raising and lowering others status
- discussion of exercises
- 11:30 – 11:45: Opening your heart (small and large group exercise)
- opening your heart to others (small and large group exercise)
- discussion of exercise and relationships to connection
- 11:45 – 12:00: Closing comments and discussion

Moderators, workshop support



Takaya Kawamura
Associate Professor, Osaka City University
Graduate School of Business

Takaya Kawamura completed his doctoral course work at Hitotsubashi University Graduate School of Commerce. After working as a strategic planning staff at Seibu Department Store, he started to teach at Konan University where he was appointed as associate professor. He then joined the Faculty of Business at Osaka City University in 2000. His research interests involve knowledge management of public services, healthcare, social welfare, arts, media, education, and environment from the socio-psychological point of view.
Currently, he is also a director of “E-health promotion at work Kansai (NPO)” as well as a member of the Institute for Environmental Management Council and Osaka City Ogimachi High School Council.



Jinichiro Yamada
Associate Professor, Osaka City University
Graduate School of Business

Dr. Jin-ichiro Yamada is associate professor of Entrepreneurship Strategy in the Graduate School of Business, Osaka City University, as well as visiting research officer of the National Institute of Science and Technology, Japan. He was a research fellow in Cranfield School of Management, UK, and visiting professor in Chair Arts, Culture & Management in Europe, Bordeaux Management School, France. His main interest is new venture strategy and strategic management in creative industries and high technology industries, and he has been engaged in consulting and management development projects in related areas. His current research work focuses on the social and human capital of entrepreneurship in innovation and industrial clustering in East Asian countries.

Video presentation



Stefan Meisiek
Associate Professor, Copenhagen
Business School, Denmark



Klaus-Peter Schulz
Associate Professor, ICN Business
School, France



Kotaro Takagi
Professor, Aoyama Gakuin
University, Graduate School
of Social Informatics