

# THE CASE FOR A CLASS ON “Creativity & Business”



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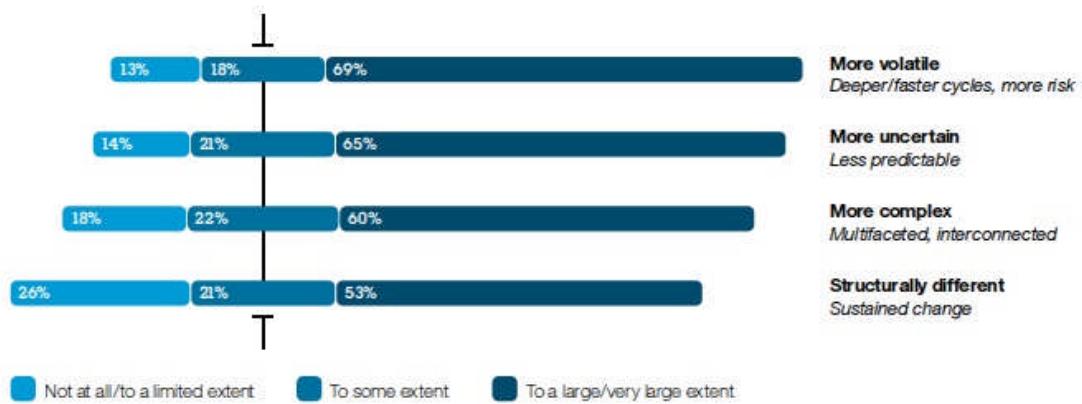
**IN 2009 IBM CONDUCTED OVER 1,500 FACE-TO-FACE INTERVIEWS WITH CEOS FROM AROUND THE WORLD.**

**THEY SOUGHT TO UNDERSTAND THE GREATEST CHALLENGES BEING FACED BY BUSINESS AND WHAT LEADERSHIP QUALITIES THEY SOUGHT TO MEET AND OVERCOME THOSE CHALLENGES.**

# #1 PROBLEM =

## UPHEAVAL DUE TO COMPLEXITY

**Figure 2** Organizations are experiencing significant upheaval  
Changes in the new economic environment are large-scale, substantial and  
drastically different.

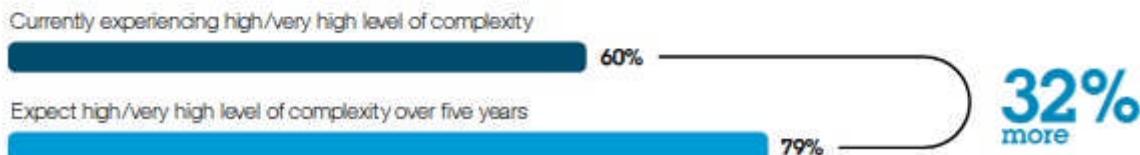


### Deepening complexity

One major surprise may be the speed with which complexity has permeated leaders' thinking. Six out of ten CEOs told us that the new economic environment is significantly more complex. Looking ahead to the next five years, eight of ten leaders expect the level of complexity to increase. They say they have never faced a learning curve so steep.

### Expected level of complexity

CEOs agree complexity will only continue to rise.



# AND THE SOLUTION?

# Embody creative leadership

CEOs now realize that creativity trumps other leadership characteristics. Creative leaders are comfortable with ambiguity and experimentation. To connect with and inspire a new generation, they lead and interact in entirely new ways.

# 60% OF THE CEOS INTERVIEWED IDENTIFIED “CREATIVITY” AS THE NUMBER ONE LEADERSHIP QUALITY REQUIRED TO SUCCEED IN BUSINESS OVER THE NEXT FIVE YEARS.

## Defy complexity with creativity

The degree of difficulty CEOs anticipate, based on the swirl of complexity, has brought them to an inflection point. Asked to prioritize the three most important leadership qualities in the new economic environment, creativity was the one they selected more than any other choice.

## Top leadership qualities

CEOs cited creativity as the most important leadership quality over the next five years.

