A CULTURE OF IMPROV

Improv is all about spontaneity, but experts say building a culture to foster improvisation requires a focused and intentional effort. For an article in the *MIT Sloan Management Review*, researchers surveying more than 850 managers came to these conclusions:

1) ACCEPT CHANGE. Greater levels of improvisation come from teams that have a positive and accepting attitude toward ambiguity and project changes.

2) CREATE THE RIGHT TEAM STRUCTURE. Project teams with greater improvisation had more frequent meetings and interactions with project leaders. The meetings occurred at least once a week and sometimes every day.

3) HAVE THE RIGHT MANAGEMENT PRACTICES AND TOOLS. Teams with greater improv abilities were more likely to use agile management techniques and tools.