

Jeffrey T. DeGraff

2670 Wayside Drive
Ann Arbor, MI 48103
734-747-7460
jeff@competingvalues.com
www.competingvalues.com
www.innovatrium.org

The Ross School of Business at the
University of Michigan
724 East University, D5601 Wyly
Ann Arbor, MI 49019-1234
734-647-4335
qumuse@umich.edu

SUMMARY OF QUALIFICATIONS

- Fifteen years teaching experience at the University of Michigan Stephen M. Ross School of Business with a an average teacher evaluation rating of *excellent* in both E/MBA and Executive Education
- Author of three books and numerous articles on leading innovation
- Co-developer of Competing Values value creation and innovation methodology
- Program director for multiple Executive Education programs covering a wide array of business topics
- Rainmaker for customized corporate Executive Education programs
- Creator of innovation incubation processes and change management methodologies widely used in leading companies
- Developer of leading innovation valuation and competencies assessment
- Senior executive with extensive lead consulting experience and senior leadership contacts at multinational corporations
- Substantial teaching experience in Asia and Europe
- Developer of Innovation Summit with nation's leading association of companies and federal laboratories
- Creator of the *Innovatrium Institute of Innovation*, a not-for-profit innovation partnership between top universities and top firms to develop new practices for leading innovation
- Ph.D. in Educational Technology

SUMMARY OF SKILLS

- Teaching: Creativity, innovation, change, and leadership in business
- Course development
- Client relations and development
- Consulting intervention methodology design and delivery
- Leading edge creativity, innovation and change strategy and practices

EMPLOYMENT

The Ross School of Business at the University of Michigan, Executive Education, Ann Arbor, MI

Clinical Associate Professor of Management Education, September 2001 to Present

Develop a broad range of Executive Education courses and teach them at multiple international locations. Achieved average teacher evaluation rating of *excellent*, and consistently rank among highest rated faculty. Extensive successful proposal, course development, and customer relationship management experience with both public and customized client programs.

Executive Education experience includes:

- Director *Industrial Research Institute* Innovation Summit
- Director of *Leading Innovation* program
- Director of *Leading Change* program
- Director of *GE Money Executive* program
- Director of *Management of Managers* program
- Director of *GE Energy Executive* program
- Director of *Pfizer* customized program, *Leading the Organization*
- Director of *Reuters* customized program, *Leading Edge*
- Director of *DSM* customized program, *Advanced Manufacturing Course*
- Director of *PACCAR* customized program, *Leading Managers*
- Faculty for *Boehringer-Ingelheim* customized program
- Faculty for the *Executive Program*
- Faculty for the *Manufacturing Executive Program*
- Faculty for the *Human Resource Executive Program*
- Faculty for the *Renewing Global Strategy*
- Faculty for the *Rapid Intelligence Workshop: Creativity at Work*
- Faculty for the *Pressing Problems Workshop: Managing Creativity*
- Faculty for *Pitney-Bowes* customized program
- Faculty for the *Spectrum Health* customized program
- Faculty for the *Mann and Hummel* customized program
- Faculty for the *Whirlpool* customized program
- Faculty for the *BASF* customized program
- Faculty for the *Citibank* customized program
- Support faculty for *Management II* program

Executive MBA experience includes:

- Faculty for the *Professional Development Seminar* (Fall 2005 and 2006, Winter 2007)
- Faculty for the *MO 631 - Leading Value Creation* (Fall 2003 and 2004)

MBA experience includes:

- Faculty for the *MO 513 – Managing Creativity* (Fall 2007)

Additional responsibilities include developing and delivering *Creativity Competencies*, an Executive Skills workshop, and various student orientations, graduation speeches, and alumni workshops.

Institutional affiliations include:

- Faculty for *Center for Leadership, Change and Innovation*
- Faculty for *Positive Organizational Scholarship Group*

Competing Values, Ann Arbor, MI
Managing Partner, January 1990 to Present

Managing partner in international management consulting firm specializing in value creation through change and innovation management. Over fifteen years of consulting experience at the senior executive level designing, developing, and implementing breakthrough strategies and practices in a wide array of international and Fortune 500 clientele, including: 3M, ADC, Allied Signal, American Express, Apple Computer, Bank of America, CalFarm Insurance, Cigna, Coca-Cola, Comerica, Con Edison, CSC-Index, Detroit Energy, Detroit Public Schools, Detroit Zoological Society, Deutsch Bank, Domino's Pizza, Eaton, EDS, Environmental Protection Agency, Fannie Mae, Federal Bureau of Investigation, Federal Reserve Bank, Ford, GE, GM, Grainger, Henry Ford Museum and Greenfield Village, Hermann Miller, HSBC, Johnson Controls, Johnson and Johnson, Knight Ridder, Marriott, McDonalds, Mercer-Delta, Microsoft, JP Morgan, New York University Medical Center, Ocwen, Pfizer, Polaroid, Proquest, Prudential, Quad Graphics, Reuters International, Spectrum Health, Standard Products, Steelcase, the Toledo Museum of Art, Toyota, United Technologies, United States Department of Energy, the University of Michigan Medical Center, the Veteran's Administration, Visa and Weil, Gotshal & Manges, Yahoo.

Co-developer of Competing Values value creation and innovation methodology that integrates strategy, finance, organizational development, change and innovation, and leadership disciplines into a revolutionary value creation system. Creator of innovation incubation processes and change management methodologies widely used in leading companies, including the *Creativize Method*. Developer of a leading innovation valuation and competencies assessment used by GE, Pfizer, and American Express. Creator of the *Innovatrium Institute of Innovation*, a not-for-profit innovation partnership between top universities and top firms to develop new practices for leading innovation.

University of Michigan, School of Business, Organizational Behavior and Human Resource Management Department, Ann Arbor, MI

Adjunct Associate Professor, January 1990 to August 2001

Developed and taught over 35 sections of MBA courses over an eight-year interval. Achieved average teacher evaluation rating of *excellent*, and consistently ranked among highest rated faculty in the School.

- Created a new course, *Managing Creativity*, and got it approved by the School as a permanent offering.
- Redeveloped two existing courses, *Managing Innovation* and *Managing Change* to become cornerstones for general management, consulting and strategy career paths.

- Assisted and advised student groups, including the *Michigan Consulting Club* and the *Black Business Student Association*, and faculty on leading edge intervention practices and market opportunities.

University of Michigan, Office of the Vice Provost for Information and Technology Development, Ann Arbor, MI
Strategy Development Advisor, January to June 1995

Develop strategies to establish an Academic Outreach Program to extend Michigan's curriculum and audience in targeted categories and markets around the world. Assess internal needs and media capabilities of the University community. Identify possible industry partnerships and initiate negotiations. Explore opportunities for highbred degrees between departments. Create a business plan for a virtual University.

Helsinki School of Economics, Helsinki, Finland
Visiting Professor, July and August 1994 and 1995

Develop and teach MBA course *Managing Creativity*. Average teacher evaluation rating of *excellent*. Assist and advise student, government, and industry groups on leading edge intervention practices and market opportunities.

Domino's Pizza Distribution Corp., Ann Arbor, MI
Vice President of Communications and New Ventures, September 1985 to December 1990

Leadership responsibilities for all facets of professional services including human resources, public relations, information services, and finance for one of the fastest growing multi-billion dollar international company in the 1980s. Member of Distribution Executive Team. Developed a pioneering distributed data processing system and corporate training company. Advisor to CEO on corporate strategy. Incubated innovation initiatives into start-up firms.

TEACHING AND RESEARCH INTERESTS

Business creativity, innovation incubation processes, and organizational change competency development and value creation

BOOKS

Leading Innovation: How to Jumpstart Your Company's Growth Engine (with Shawn Quinn), August 2006, McGraw-Hill

Competing Values Leadership: Creating Value in Organizations (with Kim Cameron, Robert Quinn, and Anjan Thakor), August 2006, Edward Elgar Publishing

Creativity at Work: Developing the Right Practices to Make Innovation Happen (with Katherine Lawrence), August, 2002, Jossey-Bass

ARTICLES

"Creativizers: Find them and Use Them" **Leadership Excellence**, December 2006

"What Makes a Company Innovative?" **ManageSmarter**, October 18th 2006

"Innovation Drives Growth but Doesn't Require Reinventing the Wheel or the Menu" **R&I Magazine**, October 2006

"Make Innovation Work in Your Workplace" (with Peter Bacevice) **Training and Development Magazine**, August 2006

"Managing Innovation in China and the US" **Peking Business Review**, No. 1, Vol. 18, January 2006

"Leading Innovation: A Playbook for Growth" *Dividend*, Winter 2007

"The Case for Creativizing the MBA", *MBA Roundtable*, Summer 2005, 15-19.

"5 Ways to Innovate", *Fintra*, January, 2004, 9.

"Creativity at Work: Navigating the Roadmap to Value Creation", *Dividend*, Spring 2003

"Creating Sustained Shareholder Value – And Dispelling Some Myths" (with Robert Quinn and Anjan Thakor). *Financial Times* Pt 5, October 25, 1999

"The Revisionary Visionary - Beyond Leadership as Performance Art." (with Suzanne Merritt), *Journal of Aesthetic Education*, September 1996

"Strategic Dislocations: Reconsidering the Role of Benchmarking in the Development of Core Competencies." (with Erna-Lynne Bogue and Charles Stout) *Best Practices in Health Care*, v1, January 1996

"Notes on Computer Literacy." *International Journal of Instructional Technology*, v12 No 3, 1985

COMMITTEES AND ADVISORY BOARDS

The Ross School of Business at the University of Michigan Executive Education Review Dean's Committee, Ann Arbor, MI 2006

Program Fellow, Aspen Institute (Think tank member on Tomorrow's Corporation panel to determine future trends in business), Aspen, CO, 1993

Advisory Board Member, University of Michigan - School of Information Studies, Ann Arbor, MI, 1990 to 1992

Advisory Board Member, State of Michigan – Governor's Telecommunications Task Force, Lansing, MI, January 1988

Advisory Board Member, PBS - Business Television, Washington. D.C., 1988

Board of Advisors. Wayne County, Private Industry Council, Detroit. MI, 1987

EDUCATION

University of Wisconsin, Madison, WI

Ph.D. Educational Technology, Minor: Communication and Information Studies, August 1985

Dissertation: *Towards a Theory of Presentational Form: A Case Study*

What makes television instructional? This work is an integrating analysis of competing and diverging views of instructional television from the perspectives of formalist and semiology based media theory, algorithmic cognitive inquiry strategy, and videographic production techniques. The dissertation explores, via a case study of the PBS series *The Brain*, how presentational forms are a junction of common discourse between media theorists, instructional designers, and television producers. The work of Noel Burch and John Ellis is drawn upon to generate a common lexicon for the material object of television, and to articulate overlap and gaps in all three perspectives. The dissertation committee was comprised of (Chair) Michael Streibel. Ann Becker. Liz Ellsworth, Harry Zimmerman, and Ted Pope.

University of Michigan, Ann Arbor, MI

M.A., Communication and Information Studies, April 1982

Teaching Assistant and Fellow: Department of Communication and Residential Program. Llyod Hall Scholar

Western Michigan University, Kalamazoo, MI
B. S., Communication Arts and Sciences, Minor: English, April 1980
Michigan Secondary Teaching Certificate

PRESENTATIONS AND PUBLIC APPEARANCES

Average over 12 speeches a year for corporate clients and conventions. Listed below are few diverse highlights:

Making Innovation Happen, General Electric Annual Leadership Conference, Orlando, January 8, 2007

Leading Technological Innovation, COMDEX, San Francisco, CA September 19, 2006

Leadership and the Road to Value Creation, FBI Annual Leadership Conference, Ann Arbor, August 14, 2005

EMBA Commencement Speech, The Ross School of Business at the University of Michigan, April 30, 2004

Weird Science of the MBA, Graduate Management Schools Admissions Council, Newport Beach, February, 2004

Leading Innovation, GE Women's Network Annual Conference, New York, New York, 2004

Creating an Innovatrium, Mendoza School of Business, Notre Dame, 2003

Wholonics Value Creation, University of Michigan, Alumni Presentation, Ann Arbor, 2001

Managing Innovation, RVC Greenhouse Fund CTO Conference, New York, 2001

The Renaissance of the Total Individual, Young President's Organization Beyond the Bottom Line Conference, Manila, 1996

Beyond Strategic Benchmarking, University Health Care Consortium Annual Conference, Chicago, 1996

How Far to Ithaca? Navigating Change in the Non-Geographic Age, Aspen Institute Tomorrow's Corporation Conference, Aspen, 1993

Simulations in Innovation Strategy: Beyond Organization, CSC-Index Vanguard Conference, San Francisco, 1992

Technological Innovations: The Corporate Advantage, Association of Educational Communications and Technology National Convention, Anaheim, 1990

Where Are the Entrepreneurs of Education? Michigan Association for Computer Users in Learning Annual Conference, Traverse City, 1990

Innovative Corporate Information Systems, MacWorld, Boston, 1989

How to Build Environments Where People Are Self-Motivated, Small Business Administration, Governor's Convention, Detroit, 1989

Notes on How To Create an Innovative Business, University of Iowa, School of Business Administration Inauguration of the Executive Learning Program, Iowa City, 1989

Instructional Television Networks and the Future of Continuing Education, Telestrategies National Bureau of Affairs Special Issues Convention, Washington, 1988,

How To Build Bench Strength in the Executive Ranks, Michigan President's Forum Quarterly Meeting, Lansing, 1987

Technology and The Lost Art of Teaching, Environmental Protection Agency National Training Conference, Ann Arbor, 1989