

LIG 1 - LEADING INNOVATION ENTERPRISE PROGRAM A 2-DAY WORKSHOP



Competing Values

WHO SHOULD ATTEND?

This introductory session, appropriate for leadership and employees at all levels, presents the fundamentals of leading innovation. It creates the excitement and energy for everyone to start making change and innovation happen everywhere, everyday, in their organization.

Participants, by attending this interactive program, will:

- ▶ Learn how the Creativity Genome™ identifies the types of change and innovation which create growth and other forms of value;
- ▶ Discover what change and innovation methods are right for their situation;
- ▶ Assess their innovation leadership style;
- ▶ Be able to implement proven best practices for leading change and innovation immediately.

BENEFITS

For participants to:

- ▶ Develop key leadership skills for innovation and to become an innovation activist, including how to recognize innovation opportunities that lead to growth;
- ▶ Harness social systems to develop the culture and competencies to make innovation happen in their area of responsibility;
- ▶ Search and reapply innovation across the boundaries;
- ▶ Select the right people and practices to support and execute specific types of innovation;
- ▶ Improve and start implementation of new innovation processes that support their company's growth strategy.

AGENDA: DAY 1

Morning Session

What is Innovation?

- Innovation vs. innovation (innovation as a technical system vs. a social system)
- Types of innovation and their sources (experience, brand, business model, etc.)
- The differences across cultures
- Innovation along the value chain

Operationalizing Innovation— Competing Values Framework Exercises

- How leadership develops organizational culture, competencies and practices—research and examples presented
- How organizational practices produce specific value propositions—research and examples presented
- Resilient forms of innovation and growth strategy

Report on Case Study Questions

All groups will answer the following: What they did? How they did it? Role of the leader? And, how you can do it?

LEADING INNOVATION & GROWTH (LIG) SERIES



- LIG 1—Leading Innovation Enterprise Program
- LIG 2—Shared Vision & Jumpstart Program
- LIG 3—Black Belt Development Program
- LIG 4—Innovation & Growth Summit
- LIG 5—Competing Values Assessment

This series follows the principles of the Competing Values Framework (CVF). The result of over 25 years of academic research and testing, the CVF is a broadly applicable model that fosters successful leadership, improves organizational effectiveness and promotes value creation. The premise of the CVF is that there are four basic competing values within every enterprise: Collaborate, Create, Compete and Control. These values compete in a very real sense for a corporation's limited resources (funding, time, and people). How leadership responds to the tension created between these competing values will shape a company's culture, practices, products, and ultimately, how they innovate and grow. Recognized by the *Financial Times* as one of the 40 most important frameworks in the history of business, the CVF has been implemented by hundreds of companies.

TO LEARN MORE

Visit www.CompetingValues.com or contact the Competing Values Company directly at Info@CompetingValues.com or 734-604-1012.

Afternoon Session

Diagnosing Your Organization for Innovation— Review of Correlated Competing Values Change and Innovation Assessments in Triads

- Current and desired states
 - Your innovation leadership style (behaviors, skills and development)
 - Your organization's innovation style (culture, competency and development)
 - Your approach and intended outcomes for two major projects and initiatives for innovation (practices, value proposition and development)
- Opportunities for innovation and obstacles
- Creating a personalized roadmap (action plan) for closing your innovation gaps (do more, less, different, etc.)
- Innovation themes and hotspots (plenary group)

AGENDA: DAY 2

Morning Session

Town Hall Innovation Summit

- The challenge—making the innovation process work where you work
- Three strategic situations: large operations group, operations group, support organizations
- Four breakout groups, organized by Competing Values Quadrants, in each corner of Town Hall

Get Smart About the Challenge by Looking Through the Competing Values Quadrants

- What's working? What isn't? Why? Definitions and examples reviewed
- Inventory of innovation opportunities and obstacles
- Search and reapply the best practices for innovation

Afternoon Session

Group Think Tank

- Structured brainstorming
- Selecting the best ideas and improving them
- Relating the ideas for the new process and challenge
- Polishing up the pitch

Making the Pitch to the Other Teams

- Integrating and synthesizing the best practices for innovation
- Identifying high impact ideas to take forward
- Follow up and follow through (action plans, blogs and updates)

Bringing It All Together

- Obtaining buy-in for innovative ideas
- Myths and best practices for leading innovation (optional/time permitting) wrap up and adjourn



Jeff DeGraff—Making Innovation Happen



Known as the 'Dean of Innovation,' Jeff DeGraff is a Professor at the University of Michigan's Ross School of Business, teaching MBA and Executive Education courses, and the Co-Creator of the Competing Values methodology that integrates finance, strategy, management, innovation, and leadership into a system that boosts the business bottom-line. As the Managing Partner of the Competing Values Company, a consulting firm that assists leaders in facilitating change, innovation and growth, DeGraff has developed a broad array of tools that make innovation happen. He has significant experience in numerous industries and market segments and he has worked all over the world. Representative clients would include 3M, American Express, Apple Computers, GE, Johnson & Johnson, LG, Pfizer, Reuters, Toyota, and Yahoo. DeGraff has shared his expertise with many publications such as *BusinessWeek*, *CIO*, *Leadership Excellence*, *T+D* (Training + Development), *Training*, and *USA Today*. He has written numerous articles and three books: *Leading Innovation: How to Jump Start Your Organization's Growth Engine* (McGraw-Hill, 2006), *Competing Values Leadership* (Edward Elgar, 2006), and *Creativity at Work: Developing the Right Practices to Make Innovation Happen* (Jossey-Bass, 2002).