



# Jeff DeGraff

The charismatic Jeff DeGraff began his career as a VP at Domino's Pizza, where he was responsible for developing innovative strategies, communication & support technologies, and new business ventures. The title on DeGraff's business cards read "Dean of Innovation" and he helped spur Domino's meteoric growth during the 1980's from a regional success story to an international franchise phenomenon. Currently, he is a Professor at the University of Michigan's Ross School of Business, teaching MBA and executive education courses; and the Managing Partner of Competing Values Company, a consulting firm that assists leaders in facilitating change, innovation and growth. Known as the 'guru to the innovation gurus' at companies such as 3M, Apple Computer, American Express, GE, Johnson and Johnson, LG, Pfizer, Reuters, and Toyota, he has created a broad array of widely used tools and methodologies for implementing innovation.

DeGraff shares his expertise in over 30 countries and with many of the world's leading corporations in the Automotive, Biotech, Information Technology, Financial Services, Food Service, Pharmaceutical, and Consumer Electronics industries. He is an in-demand speaker at both academic and business events as well as a thought leader at top innovation incubators and think tanks such as the Aspen Institute. His advice is frequently sought after by the investment community on how to pick, manage and harvest winning ideas and successful business enterprises. DeGraff holds a Ph.D. in Educational Technology from the University of Wisconsin-Madison.

Jeff DeGraff has written about innovation in numerous articles and a book, *Creativity at Work: Developing the Right Practices to Make Innovation Happen*, co-authored with Katherine Lawrence (Jossey Bass, 2002). His newest book is *Leading Innovation: How to Jump Start your Organization's Growth Engine* (McGraw-Hill), co-authored with Shawn Quinn. It will be available September 2006 at all major bookstores and book selling sites.

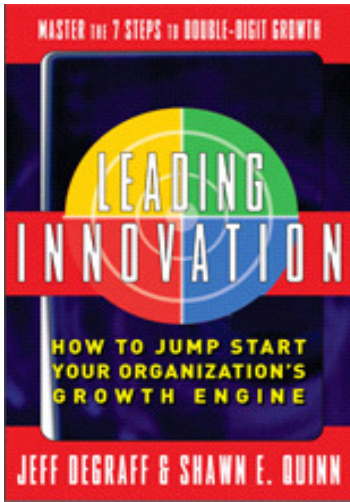


# Co-Author Shawn Quinn

Shawn Quinn is a Partner with Competing Values Company. He specializes in designing as well as facilitating organizational change processes with particular emphasis on aligning vision, strategy, technology and human systems. Quinn is a National Training Labs (NTL) certified facilitator. He has worked with firms in a variety of segments and locations and holds a Masters degree in Organizational Psychology from Columbia University.

#### CLIENTS INCLUDE





# Sharing the steps utilized by Fortune 500 companies to make change, innovation, and growth happen

Positive tensions exist within all organizations. When correctly managed, these positive tensions are the forces that make change and innovation happen everyday, everywhere. These positive tensions are represented in the Competing Values Framework (CVF). The CVF is a four quadrant model (seen below) that illustrates how these tensions affect the actions of leaders and their organizations, suggesting appropriate paths to value creation. The CVF is a practical way for organizations to evaluate both the status quo and the direction that they should take in order to grow, implement and sustain innovation. Its focus is on developing the competencies, cultures, and practices in a business that produce the desired forms of value. How you innovate, leads to what you innovate. The CVF has evolved through research and study into The Creativize Method, a seven step approach that corporate management can utilize to jumpstart the complex process of change, innovation, and growth.



*The Competing Values Framework (CVF) identifies the building blocks for change, innovation, and growth.*

The authors, Jeff DeGraff and Shawn Quinn, have employed The Creativize Method successfully with client companies worldwide. Their work has refined and fine-tuned this practical model into what is literally a playbook for leading innovation. The Creativize Method enables leaders to recognize, map, and unify significant management and leadership activities. It is designed to create a common framework in which all the elements are interchangeable and it is used for aligning organizational functions, weaving together disparate processes, and developing customized practices that support innovation and result in corporate growth.

## The Creativize Method

### SYNTHESIZE

Assess/diagnose the organization's culture, competencies, and goals

### STRATEGIZE

Create a vision of the future and a roadmap that leads to it.

### SOCIALIZE

Establish a shared vision and values in the leadership team.

### SUPERVISE

Develop "Creativizers" to facilitate and sustain change and innovation strategies

### SYNCHRONIZE

Engage leaders to operationalize the vision.

### SPECIALIZE

Jumpstart change and innovation project teams.

### SYSTEMIZE

Review and revise projects, adjust organizational practices, and learn.



This book shares the processes and the stories of the authors' work with The Creativize Method, which is rooted in Competing Values Framework. The applications in this book are based on research that has been used by hundreds of organizations worldwide for over twenty years.

For more information, visit: [www.competingvalues.com](http://www.competingvalues.com)

According to the McKinsey Survey of Global Executives, innovation is seen as the number one most important capability for corporate growth over the next five years.

*McKinsey Quarterly*, 2005, Number 2

Why should I read this book?	CEOs And Senior Executives	Business Unit Managers	Executive Education Leaders
<p><i>Leading Innovation</i> is a book meant for multiple audiences, because innovation comes from different people at many levels of an organization. This book doesn't just talk about innovation—it provides business leaders with the actual steps that will allow them to develop their own internal culture of innovation.</p>	<p>It provides unparalleled insight</p> <p>Top executives will hear from some of the best innovative business leaders in the world. Gaining this insight will help them to assess and apply the right tools to their own environments in order to meet their own innovation and growth expectations.</p>	<p>It provides practical knowledge</p> <p>Business unit and middle managers will learn about the leaders and innovators who have emerged from within large companies and have met their company's goals for innovation and sustainable growth.</p>	<p>It provides tested tactics</p> <p>The authors of the book, Jeff DeGraff and Shawn Quinn, regularly lead Executive Education Seminars at the University of Michigan's Ross School of Business - one of the nation's top business schools. They regularly engage in a two-way learning process with business leaders from around the world.</p>
<p>Read it for Leadership, Innovation, and Growth.</p>	<p>To learn how to use your existing talent</p> <p>Leaders and innovators can be developed from within a corporation. Developing a company's own people saves time and money, it facilitates a culture of innovation and allows for growth.</p>	<p>To find out how to be innovative when your company is not</p> <p>Middle managers face this dilemma frequently. They know well the paradox of being asked to innovate and achieve growth, but not be given the adequate resources to accomplish this goal. This book presents managers the tools that they need to innovate within the constraints of their corporation.</p>	<p>To learn how you can teach innovation</p> <p>Executive educators in the corporate and academic world have long pondered whether teaching innovation is even possible. This book shows how creativity and innovation can be taught from within a company once a culture of innovation has been established.</p>

“At Reuters, we have greatly benefited in our return to growth from our work on innovation with Jeff DeGraff. In *Leading Innovation*, Professor DeGraff captures this process in an engaging and thought-provoking manner. This is not a ‘how-to’ book to follow verbatim; this is a pragmatic framework to unlock the unique creativity and capacity for growth in each of us.”

**Tom Glocer, CEO, Reuters Group, PLC**

“He (Jeff) has provided marketing professionals across GE with a collaborative, measurable process that leverages existing creativity.”

**Beth Comstock, Corporate Vice President and Chief Marketing Officer, General Electric**

“As an executive tasked with building out new market opportunities for Prudential Retirement, I found *Leading Innovation* to be an excellent guide for me and my innovation team leaders. It highlights the importance of the human dynamic and takes the concept of innovation to a very useful, practical level. We now have a framework, a common language and some great tools to accelerate our efforts. My copy is ‘dog-eared’ already!”

**Christine Marcks, Senior Vice President, Retirement Services’ Emerging Markets, Prudential**