

LIG 2 - SHARED VISION & JUMPSTART PROGRAM A 2-DAY WORKSHOP



**Competing
Values**

WHO SHOULD ATTEND?

The Jumpstart, appropriate for leaders with a key growth project, is designed to rapidly create results while identifying replicable innovation practices. Leaders will quickly form teams and launch projects in order to proof creative concepts.

Participants, by attending this interactive program, will:

- ▶ Learn how to select, staff, and develop a winning team;
- ▶ Find a project sponsorship;
- ▶ Be able to jumpstart a project from data mining, brainstorming, solution development, implementation plan, to proof of concept;
- ▶ Share organizational learning, provide and receive project assistance and coaching as needed;
- ▶ Arrange field trips to other leading innovation organizations to share best practices.

BENEFITS

For participants to:

- ▶ Learn personal preferences related to the Competing Values Framework and how these contribute to the success of the team and organization;
- ▶ Gain buy in for projects with key stakeholders throughout the organization;
- ▶ Organize structured data mining, ideation, solution development, and acceptance finding;
- ▶ Provide proof of concept, as well as project management and project metrics;
- ▶ Develop processes to quickly learn what's working, what's not, and making adjustments;
- ▶ Learn to create a visual map and metaphor for the project solution that can easily be understood;
- ▶ Translate projects into a basic business case with a set of metrics and an action plan;
- ▶ Set up a support and communication structure such as an Intranet site for innovation best practices and ideas.

AGENDA: DAY 1

Morning Session

What Needs to be Accomplished? Creating an Action Plan

- Three levels involved in the Action Plan
 - Personal innovation leadership goals
 - Team goals
 - Organizational strategic goals
- Desired outcomes for the next 12–24 months
- What challenges must be addressed? What opportunities are possible?

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.

Analysis of Growth Opportunities

- Rapid vs. slow growth
- Strong vs. weak competitive advantage
- Adjunct growth opportunities related to the core competencies of your team/organization
 - Grow new products and services/Use new channel
 - Enter new geographies/Address new customer segments
 - Move into the white space/Expand along the value chain
- Review uncontested growth areas
 - What are they?
 - Buyer perspective (experience vs. utility)?

Afternoon Session

Drivers of the Future—Where to Find Innovation/Value?

- Risk vs. Growth Rates
- Prioritizing your action plan based on vectors of risk vs. growth
- Recognizing where value is most likely to be produced

AGENDA: DAY 2

Morning Session

Metrics Within the Competing Values Framework

- Taking inventory of people, practices, performance
- Current situation plotted by Competing Value Quadrants—Collaborate, Create, Compete, and Control
- Strengths and weaknesses

Core Competencies Diagnosis

- What is your organization best at doing?
- What is the value of these core competencies, now and going forward?
- Current situation vs. future growth opportunities

Afternoon Session

Communication

- Getting ideas across
- Building support for innovation
- Integrating opposing quadrants values
- Speaking the language of Competing Values for people in opposing quadrants
- Selecting the three best ideas (not the most convenient ideas)

Actions for Achieving Growth Targets—Making Innovation Happen

- What to do less, what to do more?
- Identifying quick wins and proof of concept projects
 - Small vs. big pay-off
 - Easy vs. tough implementation



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).