

LIG 3 - BLACK BELT DEVELOPMENT PROGRAM

A SERIES OF 2-DAY WORKSHOPS



**Competing
Values**

WHO SHOULD ATTEND?

This series of three 2-day workshops is designed to act as a boot camp for an elite group of leaders who will work with the innovation & growth project teams throughout an organization. It creates a highly practiced group of experts, the Competing Values Black Belts, to facilitate transformational initiatives.

Black Belt Development Program graduates will:

- ▶ Identify, assess and select high potential innovation leaders;
- ▶ Learn and practice a wide array of innovation methods and tools across disciplines (strategy, finance, organizational development, product development, etc.);
- ▶ Select and manage winning innovation projects and teams, guiding them to success;
- ▶ Establish a learning community that analyzes the best practices for innovation & growth, improves upon, and implements them throughout an organization.

WORKSHOP ONE

Leading Innovation Enterprise Program

This introductory session, appropriate for leadership and staff 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 innovation creates growth and other forms of value;
- Discover what innovation methods are right for their situation;
- Assess their innovation leadership style;
- Be able to implement proven best practices for leading innovation & growth immediately.

WORKSHOP TWO

Shared Vision & Jumpstart Program

The Jumpstart, appropriate for leaders with a key innovation & growth project, is designed to rapidly create results while identifying replicable innovation practices. Plan to 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 project team;
- Be able to jumpstart a project from data mining, brainstorming, solution development, implementation plan, and proof of concept;
- Gain buy in for the project with key stakeholders throughout the organization.
- Develop processes to quickly learn what's working, what's not, and making adjustments.

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.

- Structured data mining, ideation, solution development, and acceptance finding.
- Proof of concept, project management and project metrics.
- Organize field trips to other leading innovation organizations to share best practices;
- Gain project assistance and coaching as needed;
- Schedule intermittent phone conversations to discuss what's working and what's not, make adjustments and derive simple rules of thumb that can be reapplied throughout the organizations;
- Build a support and communication system such as a website for innovation best practices and new ideas.

WORKSHOP THREE

Innovation & Growth Summit

The purpose of the Summit is to integrate organizational learning into core business practices such as hiring, budget stretch and performance reviews. **The Summit is a two part process.**

Part one, on the first day, is for evaluation and review, it reunites Black Belts, the project teams, and sponsors.

Participants will:

- Provide interim reports on projects;
- Review their progress on metrics, portfolio and stage-gate requirements;
- Cite potential improvement points and adjustments;
- Share organizational learning;
- Plan communication with the businesses and opportunities to engage operating (precursor to scale);
- Plan integration into core business processes;
- Provide project assistance and coaching as needed;
- Focus on bringing projects to proof of concept completion, phase out the project team and phase in the operating unit team.

Part two, on the second day, is when an Innovation Summit is convened with the Black Belts, project teams, sponsors, AND key operating unit teams and leaders.

Participants will:

- Review projects, measures, and organizational learning;
- Search and reapply best practices;
- Identify key opportunities and constraints going forward;
- Develop plans for rolling out the remaining projects to the organization;
- Develop a replicable innovation process with the Black Belts based on the key learning.

RESULTS

The Black Belt Development Program provides multiple benefits. It develops Competing Values Black Belts (those people who attend all three workshops) and a pro-innovation community for sponsors. It shows which innovation practices work and which do not for an organization and integrates the best practices via these Black Belts and their projects. It demonstrates how key practices can be finessed to support innovation, as opposed to trying to change the system. Lastly, it produces winning projects that display proof of concept and produce value in the midst of the learning process.



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).