

LIG 4 - INNOVATION & GROWTH SUMMIT A 2-DAY WORKSHOP



Competing Values

WHO SHOULD ATTEND?

The Summit kicks off an Organizational Development and/or Team Effectiveness effort. It provides a dynamic exchange of information between innovation & growth project teams, project sponsors and key operating unit teams and their leaders that establishes the need for promoting efficiencies and working in new ways. Participants focus on the organization and the team in order to develop or confirm to a shared vision, while thinking through the deep changes that will be necessary for behavioral transformations within their organization.

Prior to the actual workshop, all participants will fill out the *Competing Values Assessment* questionnaire and interviews will be conducted with a sample from the group, providing a current snapshot of the present organizational/team culture. The workshop materials are customized, as appropriate, to meet a client's specific needs.

Participants, by attending this interactive program, will:

- ▶ Understand how Competing Values can contribute to the learning and success of the organization and team;
- ▶ Gain insights into their own team or organizational cultural, thus identifying gaps to enhanced excellence;
- ▶ Understand the prevailing 'Mental Models' within their organization driving success and limiting innovation;
- ▶ Create, revise or confirm a 'Shared Vision' for maximum success within the team and/or organization, as well as how to gain commitment to that vision with the entirety of the organization;
- ▶ Gain a better understanding of 'Deep Change' concepts and tools necessary to make huge progress in how business is accomplished;
- ▶ Commit to actions that will improve business processes, interactions and achieve the shared vision for the team/organization.

BENEFITS

For participants to:

- ▶ Develop a sound understanding and collective sense of their own organizational and/or team culture;
- ▶ Own their own behavior and actions related to their role within the organizational or team culture;
- ▶ Learn personal preferences related to the Competing Values Framework and how that contributes to the success of the organization/team;
- ▶ Fully understand resulting actions as a result of deep seeded Mental Models within oneself;
- ▶ Commit to a Shared Vision that will move the organization/team into a preferred future;
- ▶ Make behavioral commitments to change as necessary to accomplish the shared vision and move the team and/or organization to continued and/or improved success.

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.

AGENDA: DAY 1

Morning Session

Setting the Scene

- Purpose of the Session (why we are here)
- Check-In Process (hearing everyone's voice)
- Competing Values Introduction
- Competing Values – Identification of Styles

Data Feedback

- Feedback Data from Assessments and Interviews
- Making Sense of the Data – Meaning!
- Questions re: the Data (for me, my team, the organization)
- What Does it Mean and Not Mean related to our Purpose

Afternoon Session

Team Effectiveness

- Understanding and Identifying our Mental Models
- Telling our Old & New Team Stories

Deep Change and Shared Vision

- Understanding Deep Change
- Definitions and perspectives on Shared Vision
- Self-Reflection on Behaviors related to the Shared Vision
- Consensus on our Vision and Reflective Questions
- Day One Check-Out

AGENDA: DAY 2

Morning Session

Setting the Scene

- Check-In Day Two
- Cementing the Shared Vision through Metaphors or Stories

Behavioral Commitments

- Feedback
- Behavioral Change and Commitments
- Sharing and Solidifying Commitments

Organizational Profiles

- Hexagon Dialogue
- Cluster and Name Hexagons
- Giving Meaning to our Conversation
- Competing Values Quadrants – Start/Stop/Change

Action Planning

- Making Sense of the Two Days for Us
- Individual Action Plans, Sharing with Others, Institutionalizing the Changes
- Day Two Check-Out



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).