

LIG 5 - COMPETING VALUES ASSESSMENT INNOVATION METRICS



**Competing
Values**

OVERVIEW

The purpose of the Competing Values Assessment is to provide a detailed and accurate measurement of the values and beliefs driving your leadership, teams and enterprise-wide employees. The Innovation Index next evaluates your company within the competitive marketplace of your industry.

BENEFITS

The Competing Values Assessment will address these questions:

- ▶ What business outcomes do you want to create?
- ▶ Do you have the necessary culture, competencies, and processes in place to bring your business goals to fruition?
- ▶ Do your managers have the ability to strengthen or develop the culture, competencies, and processes needed?

These questions form the very foundation of the Competing Values Assessment. Taking the Assessment is the first step in finding out what's best for your organization and how to bring about positive and lasting change. The expert review of the Assessment answers will act as a road map for determining the type of change and innovation that are needed. Our comprehensive analysis takes the Assessment data and turns it into value creation. The focus is on results.

The Assessment reports will show how to bring the skills of your leaders, as well as the cultural practices of your organization, into alignment with your business goals. The reports cover topics such as leadership and career development, hiring and staffing, selection of projects, performance measurement, to creating a shared set of values and a shared vision.

There are three reports—the Assessment Diagnostic Report; the Assessment Executive Summary and Recommendations; and the Individual Leadership Guidelines. These reports will direct your Action Plans to facilitate innovation and to insure your organization's future success, growth, and prosperity. Note that the Competing Values Assessment is available in multiple languages. Optional interviews (conducted with a representative sample of employees from all levels) with the Competing Values Company team can further assist in the Assessment process.

THE ASSESSMENT DIAGNOSTIC REPORT

Receiving the Assessment Diagnostic Report, you will be able to:

- Identify key competencies, cultural elements and the leadership development required to support innovation;
- Recognize gaps of alignment in purpose, people and practices, while distinguishing between current and future needs;
- Determine a shared vision of business goals and set a timeline;
- Evaluate, train and develop leaders throughout the organization to handle the cultural challenges revealed and achieve growth.

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.

THE ASSESSMENT EXECUTIVE SUMMARY AND RECOMMENDATIONS

The Assessment Executive Summary and Recommendations is a detailed analysis of the Competing Values Assessment findings and a comprehensive handbook for senior leadership on how to implement the Competing Values Framework. It includes a formal report and presentation on:

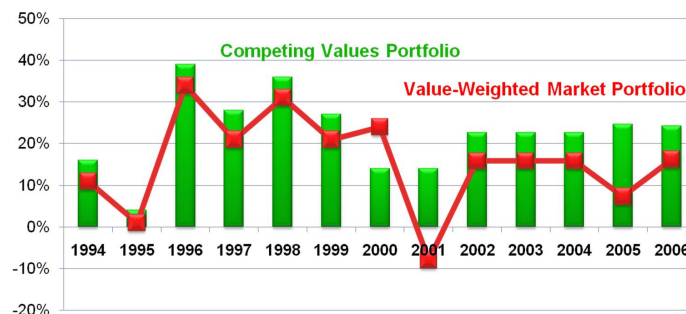
- Major leadership/cultural themes discovered;
- Hot Spots (what's working or not working);
- Top Ten Issues or priorities to be addressed;
- Gaps in alignment;
- What this all means and why;
- Potential opportunities and barriers;
- Recommendations.

THE INDIVIDUAL LEADERSHIP GUIDELINES

The Individual Leadership Guidelines is a resource for leaders, based on their own Assessment results and those of their teams, to create a personal action plan for how to lead their teams towards change and innovation. These guidelines provide:

- An accurate measurement of the values and beliefs that drive your individual leader and their team and/or organizational unit;
- Profile of how your leader and their team is currently operating and an overview of how the leader and team would like the situation to change in the future;
- Extensive checklists of priority issues and tasks to show a leader where to direct their attention for the change and innovation needed to insure their team's future success and growth;
- A helpful description of the Competing Values Framework (CVF) and the four quadrants;
- A complete appendix listing research and reading materials that are available on CVF and quadrant innovation;
- A measurement system to gauge progress and results.

THE INNOVATION INDEX – THE INSIDE TRACK ON GROWTH IN YOUR INDUSTRY



Following the Innovation Index the Competing Values Portfolio Averaged 29% CAGR!

Go from utilizing the Competing Values Assessment, where you assess your own internal leaders, teams, and your overall company culture, to the Innovation Index, which evaluates the competition within your industry. You will discover not only where you stand, but what is the state of your competitive landscape. With the Index you can benchmark the innovation & growth variables for your own company against those of your competition, seeing the direct link between innovation and stock market performance. Proven and tested with over ten years of statistical analysis, the Innovation Index provides the solid information required for making recommendations on how to innovate in order to grow your leaders and your company and to speed ahead of your competitors in actual market value.



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).