



**Competing
Values**

Innovation is about arriving at a place we have never been before by doing something we have never done before.

- Jeff DeGraff

GROWING THROUGH INNOVATION

Could this be you?

You want to create growth in your organization through innovation. However, the current practices seem to perpetuate the status-quo. It is difficult to get an innovative project through your system. Your company is highly focused on meeting the target profit for the next quarter. You cannot get one division to coordinate its efforts and collaborate with another. You lack the organizational culture that encourages innovation.

HOW WE HELP YOU GROW

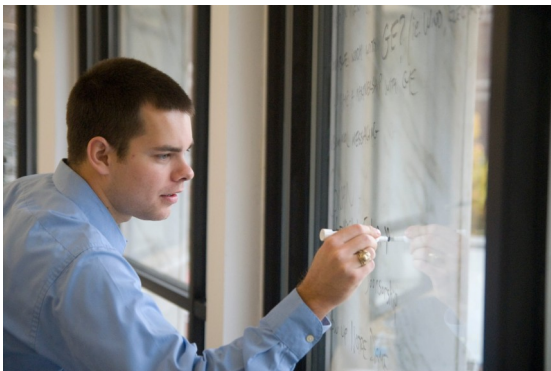
We assess your organizational practices and culture and help you understand your current challenges and assets. We accelerate growth, get your projects unstuck, jumpstart projects and help you connect the dots. Since your growth needs to be sustainable, we train your team members to be "Creativizers," key people in your organization who can lead your innovation projects and disseminate the culture and knowledge needed to achieve your growth target. We coach senior leaders to help them keep their projects on track and develop their organizational capabilities and competencies. Our services are highly customized.

WHO WE ARE

Competing Values was founded by professors of the prestigious Stephen M. Ross School of Business at the University of Michigan, who are deeply knowledgeable in the theories of innovation, organizational development, and finance. But far from living in an ivory tower, these professors have worked extensively with corporations in the real business world. As researchers, teachers, speakers, and practitioners, they seamlessly combine theories and practice. Together and individually, they have written countless articles in popular magazines and academic journals and several books that have been used as innovation playbooks by the Fortune 500.

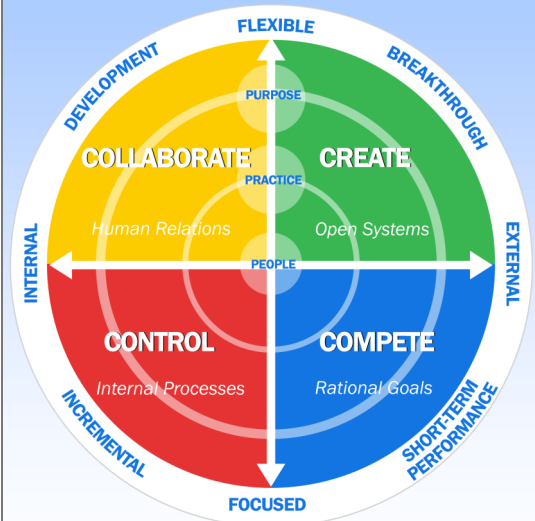
OUR CLIENTELE

We work with Fortune 500 companies to redefine and reenergize themselves. Our past clients include General Electric, Thomson Reuters, Prudential, and Pfizer, just to name a few. With our jumpstart sessions, our clients have been able to launch many new and exciting innovative projects that have been successfully



implemented in the market place. We also help our clients change their organizational culture to be pro-innovation and to alter their organizational practices, systems, and processes accordingly. In short, we help them change the way they do business to achieve sustainable growth.

LEADING INNOVATION & GROWTH (LIG) SERIES



LIG 1—Evaluate & Coordinate

LIG 2—Educate & Accelerate

LIG 3—Integrate & Perpetuate

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.

WHAT WE DO

We offer the following services to connect leadership, innovation and growth:

1. Evaluate & Coordinate

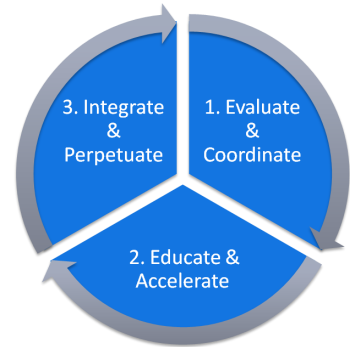
- Assess and diagnose organizational culture and competency, and benchmark value creation potential
- Convene a leadership retreat to review the assessments, develop a shared vision, and select initiatives and innovation leaders

2. Educate & Accelerate

- Develop innovation leaders through an action learning program, practicum, and coaching
- Jumpstart innovation project teams, search and reapply best practices, and review and revise as appropriate

3. Integrate & Perpetuate

- Design scalable customized innovation processes with innovation leaders based on project experiences
- Introduce organization to winning initiatives, new ideas, and innovation processes via summits and social media



OUR PHILOSOPHY

We believe that innovation cannot be taught in a traditional setting and is best learned and taught through a series of experiences and high impact experiments. As such, we use the “See One, Do One, Teach One” (SODOTO) approach. It is similar to an apprenticeship approach that is used in the training of physicians. Innovation leaders can mentor more novice innovators while working on a real project with high potential to develop new practices and competencies.



This is also the approach we use to work with your company. We develop your capabilities and competencies by working together with you through action learning on innovative projects that provide a real path to your growth target. We train you and your team members not just in the CVF, but also in applying various theories of innovation to your current practices. By doing so, we are able to promote the transfer of deep knowledge about the art of innovation from a few leaders and projects to the firm at large. These projects provide the proving grounds where the best and brightest leaders gain insights and skills, as well as scale best and next practices across all

appropriate units and business processes. They start small, gain momentum, and grow big.

INNOVATRIUM

With that in mind, we built the *Innovatrium*, which is a collaboration between Competing Values, Haworth, and ISCG. The *Innovatrium* combines a community of world-class thought leaders and practitioners with a collection of integrated methodologies for leading innovation. This idea lab, beyond acting as a launch pad for innovative projects, is dedicated to developing innovation experts who can make innovation happen, everywhere. For more information, please visit www.innovatrium.org.



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). Jeff’s new book *Innovation You: How We Grow*, which applies business innovation practices to individuals will be published in 2011, along with the corresponding Public Broadcasting Service (PBS) TV special. To learn more, visit www.jeffdegraff.com