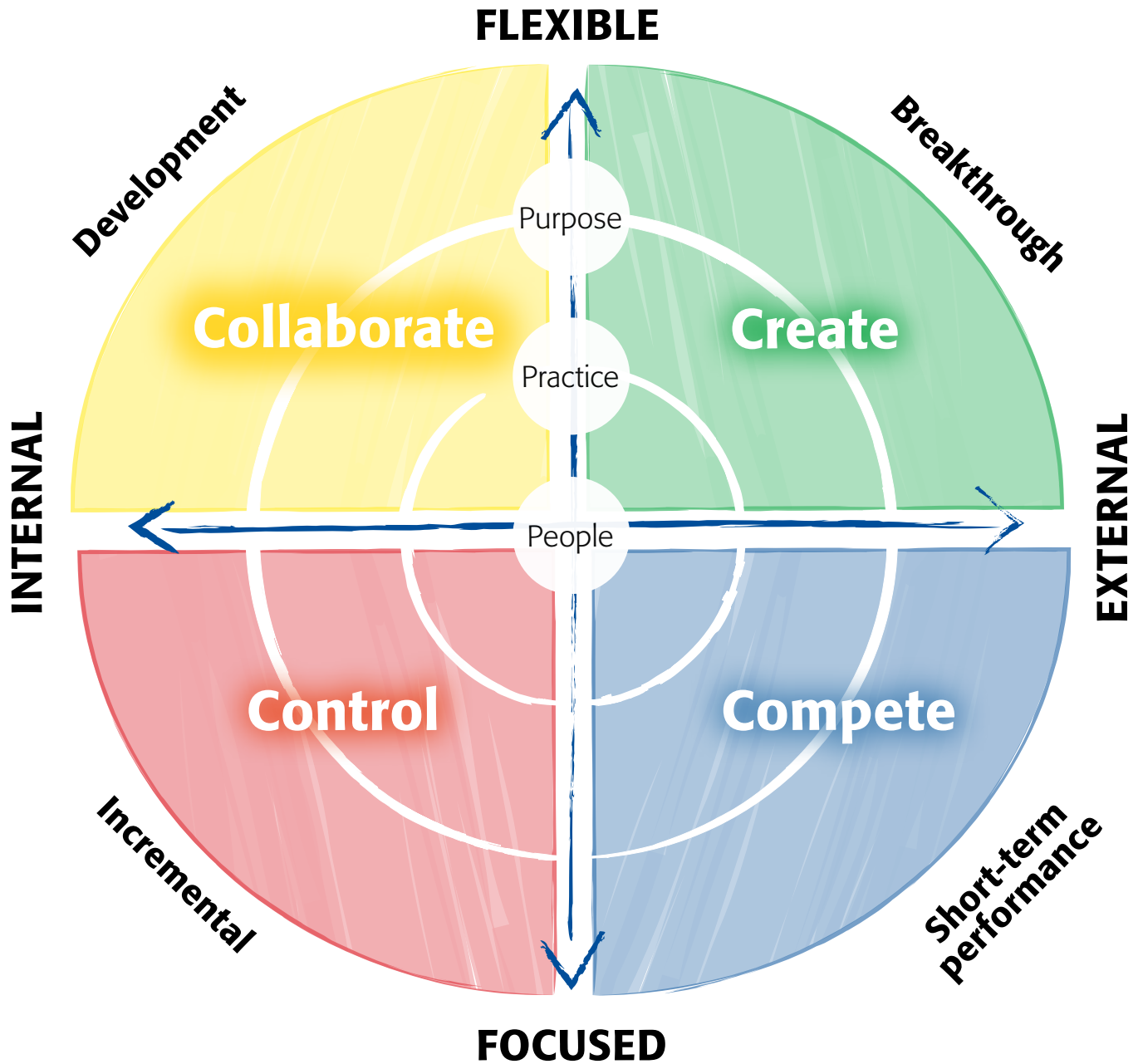
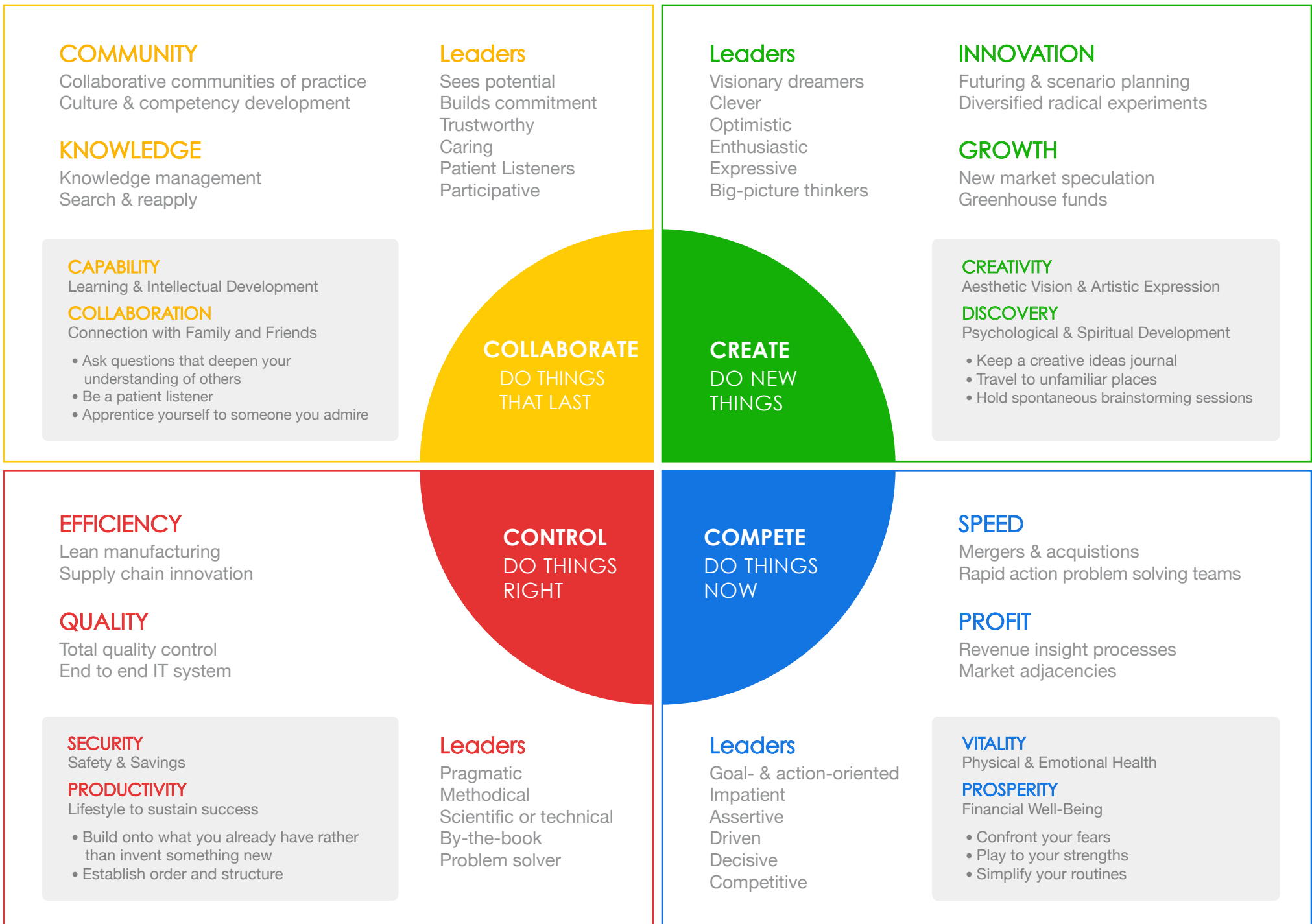


Leader Education Program (LEP)—Handouts  
Competing values





## Actions

- Search for and reapply best practices
- Collaborate with customers
- Run focus groups
- Mentor and coach
- Build balanced teams
- Establish shared values
- Hire and train lifelong learners
- Develop a strong cultural identity

## Behaviors

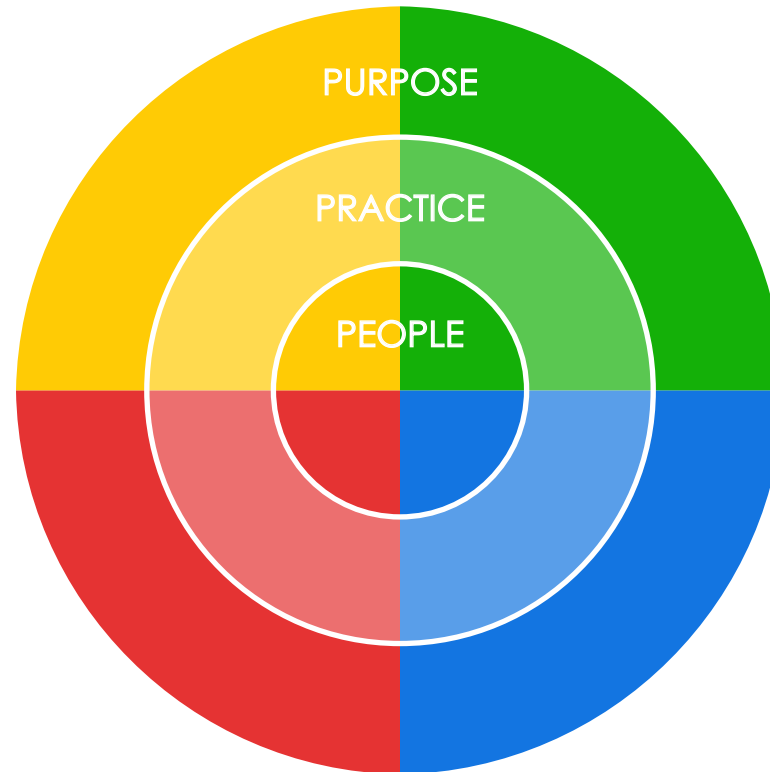
- Talk about personal experiences
- Tell stories
- Express emotions
- Put people at ease
- Acknowledge the role of intuition

## Actions

- Improve processes
- Benchmark best in class
- Remove unnecessary parts
- Run simulations
- Mine the information
- Connect the systems
- Reorganize
- Work with suppliers

## Behaviors

- Provide details
- Follow the rules
- Explain in sequential order
- Conform to esprit de corps
- Demonstrate how things work



## Actions

- Create new breakthrough products
- Start up a new organization
- Brainstorm novel solutions
- Forecast the future
- Enlist radicals
- Spin off an existing unit
- Diversify experiments
- Build a virtual organization

## Behaviors

- Look at the big picture
- Draw concepts
- Use metaphors
- Look at the future
- Explore how the pieces fit together

## Actions

- Eliminate unprofitable products & services
- Merge with another organization
- Pay-for-performance
- Build a strong brand
- Reward strong sales
- Invest in proven winners
- Outsource non-essential services

## Behaviors

- Get to the point and summarize
- Be logical and analytical
- Critically confront the downside
- Show personal ownership
- Demonstrate a bias towards action

## Leader Education Program (LEP)—Handouts

# People, practices, purpose

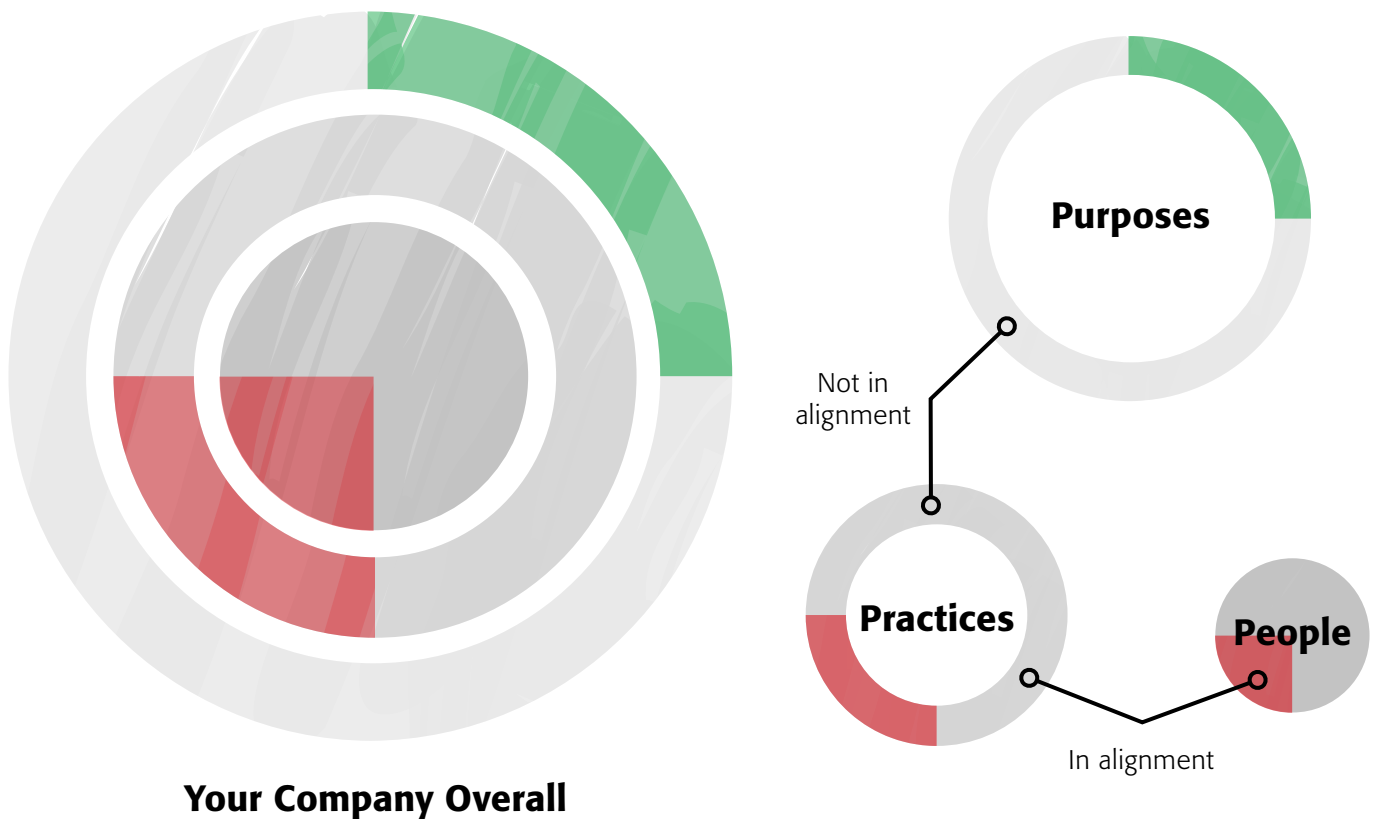
In the Competing Values Framework (CVF), the term “whole” is always only comparative because everything is both a whole thing and a part of a greater system. There are three interrelated levels of innovation that both enhance and detract from each other. The CVF integrates these three parts by looking at how they function individually and how they function together:

**People**=Individuals in the organization, including leaders

**Practices**=Culture, competency, and key processes of the organization

**Purposes**=Outcome, or the value the organization intends to create

### Example of alignment



## Seven deadly sins of innovative leaders

### Deadly sins

Believing you can see  
the future

Choosing big over fast

Mistaking your managers  
for innovators

Having more ambition  
than capability

Starting at the center  
and moving out

Listening to the wrong  
customers

Failing to connect  
the dots

### Redemption

1 Make smaller and  
wider bets

2 Pick up your pace

3 Encourage and  
support your deviants

4 Base your strategy  
on your capability

5 Work your innovations  
from the outside-in

6 Follow the customers  
who move first

7 Teach your leaders  
to be free and  
responsible