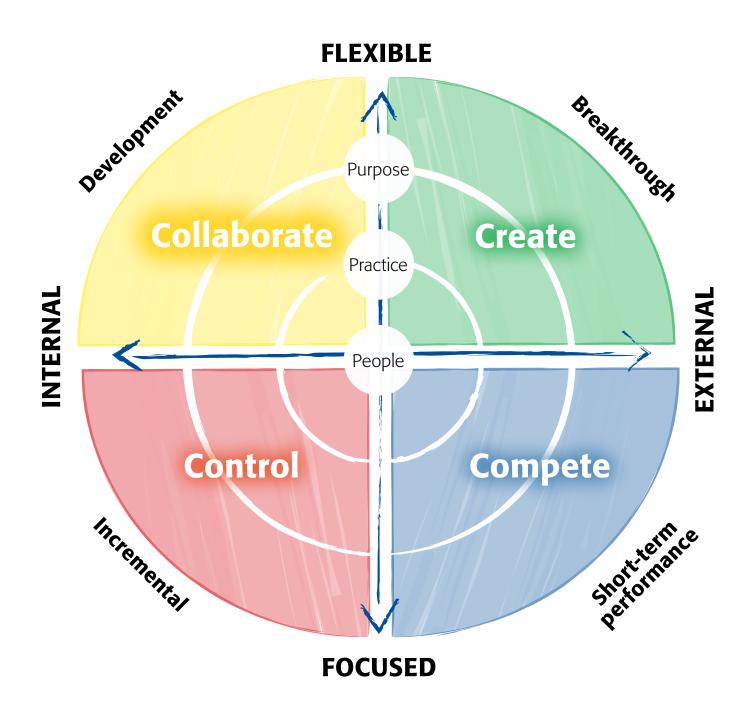
AO Foundation

Leader Education Program (LEP)—Handouts Competing values



COMMUNITY

Collaborative communities of practice Culture & competency development

KNOWLEDGE

Knowledge management Search & reapply

CAPABILITY

Learning & Intellectual Development

COLLABORATION

Connection with Family and Friends

- Ask questions that deepen your understanding of others
- Be a patient listener
- Apprentice yourself to someone you admire

Leaders

Sees potential
Builds commitment
Trustworthy
Caring
Patient Listeners
Participative

COLLABORATE

DO THINGS THAT LAST

Leaders

Visionary dreamers Clever Optimistic Enthusiastic

Expressive
Big-picture thinkers

INNOVATION

Futuring & scenario planning Diversified radical experiments

GROWTH

New market speculation Greenhouse funds

CREATIVITY

Aesthetic Vision & Artistic Expression

DISCOVERY

Psychological & Spiritual Development

- Keep a creative ideas journal
- Travel to unfamiliar places
- Hold spontaneous brainstorming sessions

EFFICIENCY

Lean manufacturing Supply chain innovation

QUALITY

Total quality control End to end IT system

SECURITY

Safety & Savings

PRODUCTIVITY

Lifestyle to sustain success

- Build onto what you already have rather than invent something new
- Establish order and structure

CONTROL

DO THINGS RIGHT

Leaders

Pragmatic

Methodical

By-the-book

Problem solver

Scientific or technical

COMPETE

CREATE

DO NEW

THINGS

DO THINGS NOW

Leaders

Goal- & action-oriented Impatient Assertive Driven Decisive

Competitive

SPEED

Mergers & acquistions
Rapid action problem solving teams

PROFIT

Revenue insight processes Market adjacencies

VITALITY

Physical & Emotional Health

PROSPERITY

Financial Well-Being

- Confront your fears
- Play to your strengths
- Simplify your routines





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

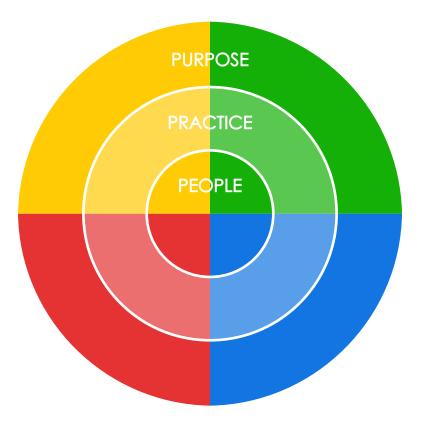
Talk about personal experiences
Tell stories
Express emotions
Put people at ease
Acknowledge the role of intuition

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

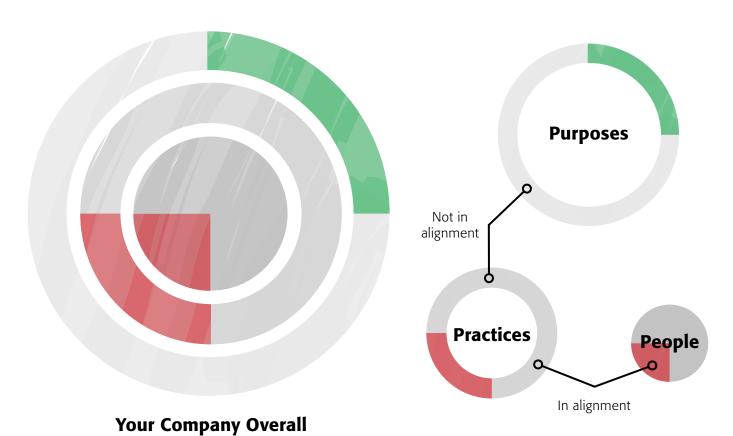
In the Competing Values Framework (CVF), the term "whole" is always only comparative because everything is both a whole thing and a part of a greater system. There are three interrelated levels of innovation that both enhance and detract from each other. The CVF integrates these three parts by looking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





Leader Education Program (LEP)—Handouts
Seven deadly sins of innovative leaders

Deadly sins

Redemption

Believing you can see the future

Make smaller and wider bets

Choosing big over fast

Pick up your pace

Mistaking your managers for innovators

Support your deviants

Having more ambition than capability

Base your strategy on your capability

Starting at the center and moving out

Work your innovations from the outside-in

Listening to the wrong customers

Follow the customers who move first

Failing to connect the dots

F

Teach your leaders to be free and responsible