

## **Jeff DeGraff**

Clinical Professor of Management & Organizations  
Ross School of Business, University of Michigan

701 Tappan Street, Room 4328  
Ann Arbor, MI 48109  
734-647-4335 | [gumuse@umich.edu](mailto:gumuse@umich.edu)  
[www.jeffdegraff.com](http://www.jeffdegraff.com) | [www.artofchange.net](http://www.artofchange.net)

---

### **Professional Summary**

Clinical Professor with more than three decades of sustained impact at the Ross School of Business through teaching excellence, applied scholarship, and institution-building service. Internationally recognized thought leader in creativity, innovation, and organizational change; co-developer of the Competing Values Framework and creator of the Innovation Code, a Michigan-rooted school of thought now used globally across business, government, and national security contexts. Extensive record of translating Michigan-based scholarship into scalable practice while maintaining a deep commitment to undergraduate and graduate education.

---

### **Academic Appointments**

#### **Clinical Professor of Management & Organizations**

Ross School of Business, University of Michigan | 1990–Present

#### **Visiting Professor**

Aalto University School of Business (formerly Helsinki School of Economics), Finland | 1994–1995

---

### **Education**

Ph.D., Educational Technology  
University of Wisconsin–Madison

M.A., Communication and Information Studies  
University of Michigan, Ann Arbor

B.S., Communication Arts and Sciences  
Western Michigan University

---

## Teaching Contributions (Selected)

### Undergraduate and Graduate Courses

- MO 463: Creativity at Work (2013–Present)
- MO 414: Managing Change (2020–Present)
- MO/Strategy 563: Leading Innovation (2008–2018)
- MO 603: Leading Change (1995–2000; 2018–2020)
- MO 631: Leading Value Creation (2003–2004)
- MO 745: Managing Creativity (1990–2000)

### Experiential and Program Teaching

- Multidisciplinary Action Projects (MAP): Faculty Advisor (1991, 2021, 2025, 2026)
- Executive Education: Innovation and Change Leadership (1990–2019)
- EMBA Professional Development Seminar: Leading Innovation (2005–2023)

Courses emphasize applied frameworks, paradox-based learning, portfolio assessment, and the responsible use of generative AI to develop adaptive thinking, leadership judgment, and creative capability.

---

## Applied Scholarship and Intellectual Contributions

This body of applied scholarship reflects a sustained program of work in which theory is designed, tested, refined, and scaled through real-world application in complex and high-stakes environments.

### Core Frameworks

- **Competing Values Framework / Innovation Code** – Co-developer and principal architect of its extension into a comprehensive system for innovation leadership, organizational design, and adaptive strategy.

### Signature Programs and Platforms

- Project Mercury (U.S. Air Force; international expansion)
- AIM HI (Air National Guard)
- Innovation Continuum (NATO)
- Redstart Innovation Index (paradox-aware diagnostic tool)
- RapidX (cross-sector innovation under extreme constraint)
- TalentForge (AI-enabled innovation assessment platform)

These initiatives function as living laboratories that translate theory into action in high-stakes environments.

---

## **Books**

- **The Art of Change: Transforming Paradoxes into Breakthroughs** (2025)
  - **The Creative Mindset: Mastering the Six Skills That Empower Innovation** (2020)
  - **The Innovation Code: The Creative Power of Constructive Conflict** (2017)
  - Additional books on creativity and innovation
- 

## **Recent Selected Articles (2025–2026)**

### **Big Think**

- Why the Real Revolution Isn't AI — It's Meaning (2026)
- AI Will Never Be a Shortcut to Wisdom (2025)
- What All Leaders Can Learn From Jazz-Inspired Military Trailblazers (2025)

### **Inc. Magazine**

- The Hidden Physics of Creative Work (2026)
- Why Organizations Love Innovation, but Hate Their Innovators (2025)
- How 1 Email From the Military Started a Global Innovation Network (2025)

### **Psychology Today (Innovation You)**

- What Are You Designed to Do? (2026)
  - The New Trivium: The Human Intelligence AI Cannot Replace (2025)
  - The Alchemy of Opposites (2025)
- 

## **Selected Articles in Leading Practitioner, Education, and Defense Publications**

These articles reflect peer-recognized applied scholarship published in leading practitioner, education, and defense outlets with national and international reach.

### **Talent Development & Organizational Practice**

- **“The Struggle with Change.”** *ATD Talent Development*, July 2025, pp. 70–71.  
A practitioner-facing synthesis translating paradox-based change theory into actionable guidance for organizational leaders and learning professionals.

## Psychology & Human Development

- **“The Playlist in Your Brain.”** *Psychology Today*, February 2026, pp. 18–19.  
Explores involuntary mental imagery and music as a window into cognition, creativity, and meaning-making, bridging neuroscience, metaphor, and lived experience.

## Business Education & Pedagogy

- **“Want Deeper Thinking? Let Students Wrestle with Paradox First.”**  
*Harvard Business Publishing – Inspiring Minds.*  
Examines paradox as a pedagogical lever for developing metacognition, judgment, and adaptive intelligence in business education.
- **“Seeing the Future of Business Education From the Outside In.”**  
*AACSB Insights*, March 2026.  
A field-level perspective on how business schools must evolve curricula, faculty roles, and learning models in response to AI, complexity, and societal expectations.

## Military, National Security, and Defense Innovation

- **“The Age of Answers Is Over: Training Adaptive Thinkers for Modern Military Realities.”**  
*Modern War Institute at West Point.*  
Applies innovation and learning theory to military education, arguing for adaptive thinking over doctrinal certainty in contemporary conflict environments.
- **“Rewiring Readiness: Rethinking Military Learning for the Age of Uncertainty.”**  
*Over the Horizon Journal*, June 2025.  
Proposes a reconfiguration of military learning systems to better address uncertainty, rapid change, and complex operational ecosystems.

---

## Honors and Recognition

- Władysław Eugeniusz Sikorski Medal, Polish Armed Forces (2024)
- U.S. Air Force Association Airman for Life Award (2018)
- Voices of the Staff Faculty Award, University of Michigan (2012)

---

## Service and Institutional Leadership

- Founder, **Intellectual Edge Alliance** (nonprofit innovation network operationalizing Michigan-based innovation frameworks across universities, military, and industry in 45 countries)
- Founder, **Innovatrium Institute of Innovation**

- Advisor to senior leadership across the U.S. Air Force, Space Force, NATO, and allied militaries
- Core Faculty, University of Michigan Research Impact Program
- Faculty Advisor, multiple Ross student organizations
- Frequent keynote speaker representing Ross and Michigan at AACSB, Fortune, and national forums

Service emphasizes ecosystem design, public impact, and the democratization of innovation.

---

### **Research and Practice Interests**

Creativity and innovation leadership; paradox and competing values; organizational change; innovation ecosystems; applied AI for leadership development; public-sector and defense innovation.

---

### **Selected Clients and Partners**

3M · Apple · Google · Microsoft · GE · Johnson & Johnson · Coca-Cola · Ford · NASA · U.S. Air Force · Air National Guard · NATO · Smithsonian American Art Museum · PBS · American Medical Association · League of American Orchestras

---