

JEFF DEGRAFF

The Ross School of Business at the University of Michigan

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Innovatrium.org

SUMMARY OF SKILLS

- Teaching: Leading creativity and innovation
- Public speaking: Ranked top academic speaker
- Course development: BBA, MBA, EMBA and Executive Education
- Innovation culture and competency development: Fortune 500

HIGHLIGHTS

- 30+ years teaching BBA, MBA, EMBA and Executive Education
- Created four graduate courses, one undergraduate course, and dozens of executive programs
- Founder of Innovatrium Institute of Innovation
- Developed the University of Michigan [Certified Professional Innovator](#)
- Original MAP and capstone faculty
- Developed dozens of high-profile capstone projects (e.g., Michigan Governor's Office, PBS, NPR)
- Advisor to dozens of distinguished not-for-profit organizations and associations *
- Consulted with hundreds Fortune 500 companies at C-suite level **
- Creator of numerous widely used innovation development methodologies
- Advisor the US military at the highest level
- Developed innovation assessment that is compulsory for key units at Pentagon
- Author of several books and hundreds of columns and articles on leading innovation
- Write columns and blogs for [Inc.](#), [Fortune](#), [Wired](#), [Psychology Today](#), [BigThink](#), [Huffington Post](#), [LinkedIn](#) with over a million readers a month
- Host of national PBS special [Innovation You](#)
- Creator and commentator of NPR segment, [The Next Idea](#)
- One of the original 25 [LinkedIn Influencers](#)
- Delivered [TEDMED Talk](#) at Kennedy Center as part of rollout of Affordable Care Act
- Advisor to multiple schools and colleges at the University of Michigan and other leading research universities

RESEARCH INTERESTS

- Leading creativity and innovation
- Developing organizational cultures and capabilities for innovation
- Innovation ecosystems
- Collaborative innovation networks
- Measuring innovation and growth

EDUCATION

- Ph.D., Educational Technology, August 1985, University of Wisconsin, Madison, WI
 - Dissertation: *Towards an Analysis of Instructional Television Presentational Forms*. University of Wisconsin--Madison, 1985, 876 pages.
- M.A., Communication and Information Studies, April 1982, University of Michigan, Ann Arbor, MI
- B.S., Communication Arts and Sciences, April 1980, Western Michigan University, Kalamazoo, MI

PROFESSIONAL EXPERIENCE

- Managing Partner, Competing Values, LLC, Ann Arbor, MI, January 1990 to Present
- Clinical Professor, University of Michigan, Ross School of Business, Management and Organizations Department, Ann Arbor, MI, January 1990 to Present
- Visiting Professor, Aalto University School of Business, Helsinki Graduate School of Economics, Helsinki, Finland, 1994 and 1995
- Vice President of Communications and New Ventures, Domino's Pizza Distribution Corp., Ann Arbor, MI, September 1985 to December 1990

TEACHING

- EMBA *Professional Development Seminar, Leading Innovation* (2005 to Present)
- MO414 *Managing Change* (2021 to present)
- MO 463, *Creativity at Work* (2013 to Present)
- MO/Strategy 563, *Leading Innovation* (2008 to 2018)
- MO 631, *Leading Value Creation* (Fall 2003 and 2004)
- MO 603, *Leading Change* (1995 to 2000, 2018-2020)
- MO 745, *Managing Creativity* (1990 to 2000)
- Executive Education, multiple programs, (1990 to 2020)

CURRENT RESEARCH

Title of Project: Developing Divergent Thinking throughout Engineering Education and Practice

Principle Investigator: Shanna Daly, Associate Professor, Mechanical Engineering

Funding Organization: National Science Foundation

Grant #: 013915

Amount Awarded: \$750,000

Period: 2019-2024

Role on Project: Co-Investigator

Title of Project: Applying an Innovation Framework to Improve Health in Rural Populations

Principle Investigator: Christopher Friese, Professor, Health Management and Policy School of Public Health

Funding Organization: Univ. of Michigan Biosciences Initiative

Amount Awarded: \$100,000

Period: 2018-2020

Role on Project: Co-Investigator

PUBLICATIONS

Books

- *The Creative Mindset: Mastering the Six Skills That Empower Innovation* (with Staney DeGraff) September 2020, Berrett-Koehler
- *The Innovation Code: The Creative Power of Constructive Conflict* (with Staney DeGraff), August 2017, Berrett-Koehler
- *Making Stone Soup: How to Jumpstart Innovation Teams*, June 2014, Amazon Publishing
- *Certified Professional Innovator Handbook*, December 2014, Amazon Publishing
- *The Enlivened Self: The Art of Growing*, December 2013, Amazon Publishing
- *Innovation You: Four Steps to Becoming New and Improved*, August 2011, Random House
- *Leading Innovation: How to Jumpstart Your Company's Growth Engine* (with Shawn Quinn), August 2006, McGraw-Hill
- *Competing Values Leadership: Creating Value in Organizations* (with Kim Cameron, Robert Quinn, and Anjan Thakor), August 2006, Edward Elgar Publishing
- *Creativity at Work: Developing the Right Practices to Make Innovation Happen* (with Katherine Lawrence), August, 2002, Jossey-Bass

Columns

Regular columns for the following magazines and websites:

- LinkedIn Influencers (www.Linkedin.com) October 2, 2012 to Present
- Psychology Today (www.psychologytoday.com) January 3, 2012 to Present
- The Huffington Post (www.huffingtonpost.com) January 12, 2011 to Present
- Inc. (www.inc.com) October 6, 2014 to April 11, 2016
- Fortune (www.management.fortune.cnn.com) January 3, 2012 to September 13, 2013

Articles

- "The Creative Power of Constructive Conflict," Jeff and Staney DeGraff, *Dialog*, Q1, 2019
- "Rethinking the Liberal Arts for Business Education: The Rise of the Pracademic," *BizEd*, December 14, 2016
- "How to Create a Creative Leader" by Jeff DeGraff, *Talent Quarterly*, Issue 7, Fall 2015
- "Constructive Conflict: The Essential Role of Diversity in Organizational Innovation" by Jeff DeGraff and Chris Mueller, *Positive Organizing in a Global Society: Understanding and Engaging Differences for Capacity Building & Inclusion*, Routledge, September, 2015
- "Leading Innovation in a Creative Milieu" by Peter Bacevice and Jeff DeGraff, *The Kindai Management Review*, February 2013
- "Innovativeness as Positive Deviance: Identifying and Operationalizing the Attributes, Functions, and Dynamics That Create Growth" by Jeff DeGraff and Daniel Nathan Roberts, *The Oxford Handbook of Positive Organizational Scholarship*, July 2011
- "The Sky's the Limit when it comes to innovation. But how best to stimulate it? Training went to the Innovatrium to find out" Cover story, *Training*, January, 2010
- "How You Innovate is What You Innovate," by Jeff DeGraff, *The 2009 Pfeiffer Annual: Leadership Development*, October 2008

- “Open Source Your Innovation,” by Jeff DeGraff and Pete Bacevice, *Journal of Innovative Management*, Winter 2008
- “Innovation Mavens,” *Human Resource Executive Magazine*, June 16, 2007
- “Growth Gone Wild: Keeping unprecedented growth from killing your business,” *My Business*, February/March 2007
- “Leading Innovation: A Playbook for Growth,” *Dividend*, Fall 2006
- “Creativizers: Find them and Use Them” *Leadership Excellence*, December 2006
- “What Makes a Company Innovative?” *ManageSmarter*, October 18th 2006
- “Innovation Drives Growth but Doesn’t Require Reinventing the Wheel or the Menu” *R&I Magazine*, October 2006
- “Make Innovation Work in Your Workplace” (with Peter Bacevice) *Training and Development Magazine*, August 2006
- “Managing Innovation in China and the US” *Peking University Business Review*, No. 1, Vol. 18, January 2006
- “Leading Innovation: A Playbook for Growth” *Dividend*, Winter 2007
- “The Case for Creativizing the MBA”, *MBA Roundtable*, Summer 2005, 15-19.
- “5 Ways to Innovate”, *Fintra*, January, 2004, 9.
- “Creativity at Work: Navigating the Roadmap to Value Creation”, *Dividend*, Spring 2003
- “Creating Sustained Shareholder Value – And Dispelling Some Myths” (with Robert Quinn and Anjan Thakor). *Financial Times* Pt 5, October 25, 1999
- "The Revisionary Visionary - Beyond Leadership as Performance Art." (with Suzanne Merritt), *Journal of Aesthetic Education*, September 1996
- "Strategic Dislocations: Reconsidering the Role of Benchmarking in the Development of Core Competencies." (with Erna-Lynne Bogue and Charles Stout) *Best Practices in Health Care*, v1, January 1996
- “Notes on Computer Literacy.” *International Journal of Instructional Technology*, v12 No 3, 1985

Media

- *NPR: The Next Idea* (<http://michiganradio.org/programs/next-idea>) November 17, 2014 to February 15, 2018
- *PBS: Innovation You* (<https://www.amazon.com/Innovation-You-Dr-Jeff-Degraff/dp/B01GWCA4CS>) November, 2012
- *Big Think: Connecting the Dots of Innovation* (www.bigthink.com), August, 2012

HONORS / AWARDS

- *US Air Force Association Airman for Life Award* (2018)
- *Voices of the Staff Faculty Award* (2012)

MEMBERSHIPS / AFFILIATIONS

- Member of the University of Michigan Office of Research Advisory Committee for the Distinguished University Innovator Award (2014 to 2019)
- Faculty advisor to student clubs: Order of Angel, Design + Business Club, Human Capital Club, and M-Powered (2008 to Present)

- Advisory board member of the Research Institute of Management Innovation at Kinki University (2009 to Present)

NOT FOR PROFIT CLIENTS *

Air Force Association, Alliance for the Arts in Research Universities, American College of Surgeons, American Medical Association, American Society of Association Executives, American Society of Employers, Association of Art Museum Directors, Association of Organ Procurement, Canadian College of Health Leaders, Central Intelligence Agency, Concordia University, Consumer Electronics Show, Culture Source, DARPA, Detroit Chamber of Commerce, Detroit Public Schools, Detroit Zoological Society, Duke University, Environmental Protection Agency, Equipment & Tool Institute, Executive Leadership Institute, Federal Bureau of Investigation, Federal Reserve Bank, Georgia Institute of Technology, Henry Ford Museum and Greenfield Village, Jewish Human services, Large Public Power Council, League of American Orchestras, Media & Entertainment Services Alliance, Michigan Economic Development Corporation, Michigan Manufacturing Technology Center, Michigan Municipal League, National Academies of Sciences Engineering and Medicine, National Arts Strategies, National Association of Corporate Directors, NASA, National Information Solutions Consortium, NPR, NeoCon, New York University Medical Center, Nigerian Tertiary Education Trust Fund (TET Fund), PBS, Rural Broadband Association, Smithsonian American Art Museum, Society for Automotive and Aerospace Engineers, Society of Surgeons, State of Michigan Governor's Office, Toledo Museum of Art, United Soybean Board, United States Air Force, United States Air National Guard, United States Army Future Command, United States Department of Energy, United States Navy, United States State Department, University of Dayton, University of Georgia, University of Michigan Medical Center, University of Western Ontario, University of Wisconsin, Veteran's Administration, Veterinary Study Group, Washington University, WITS University, YPO-WPO

CORPORATE CLIENTS **

3M, AbInBev, Acuity, ADC, ADtalem Global Education, AdTran, Alexion, Allied Signal, Allstate, American Express, Anheuser-Busch, Apple, Argus, Ashland, Bank of America, Barton Malow, Bayer, Biogen, Boehringer Ingelheim, Bosch, Bridgestone, CalFarm Insurance, Ceridian, Cigna, CISCO, Citrix, Clark-Hill, Clorox, Coca-Cola, Colgate, Comerica, Con Edison, Consumers Energy, CSC-Index, Daily Mirror Group, Daimler, Detroit Energy, Deutsch Bank, Discover Ready, Domino's Pizza, Dow, Eaton, EDS, Equinix, Fairlife, Fannie Mae, FedEx, Fidelity, Florida Power and Light, Ford, GE, GM, Google, Grainger, Hagerty, Haworth, Henry Ford Medical Group, Hermann Miller, Hexcel Corp, Honeywell, HSBC, Hybris, ICBC, Ingersoll Rand, Insight, Intel, John Deere, Johnson and Johnson, Johnson Controls, JP Morgan, Kinaxis, Knight Ridder, KPMG, La-Z-Boy, Lenovo, Little Caesars, Marriott, McDonalds, Meijer, Mercedes-Benz, Mercer-Delta, MetLife, Microsoft, Milliken, New York Life, Ocwen, Odessa Technologies, Paragon, PCC, Perceptron, PerkinElmer's, Pfizer, Plastipak Packaging, Polaroid, Proctor and Gamble, ProMedica, ProQuest, Prudential, Quad Graphics, Sabre, San Antonio Spurs, Sanofi-Aventis, Shinola, Spectrum Health, SPX, Standard Products, Steelcase, Stream Global, Syngenta, Tech Data, TetraPak, Thomson-Reuters, T-Mobile, Toyota, United Technologies, Uplight, Venture Investors, Visa, Vonage, Walbridge, Weather Channel, Weil, Gotshal and Manges, Wells Enterprises, Zurich National