

Enable Conscious HUMAN CENTERED INNOVATION

across your organization

FEATURING

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In-no-vate

*"To do something new, better
or different, with a benefit"*

- › Develop leaders
 - › Engage employees
 - › Empower teams
 - › Strengthen executives
 - › Transform the culture
- ... for innovation



Values Centered
INNOVATION[®]

Be an Awesome Place to Innovate[®]

www.VCI.global

Enable Conscious HUMAN CENTERED INNOVATION *across your organization*

Over 100,000 people in organizations around the world
have benefitted from the concepts and resources for
enabling innovation now owned and offered by VCI



The VCI Difference

VCI's diverse work with global organizations since the mid-1980s gives us grounded experience and insight into how individuals, teams and entire organizations innovate. We continuously invest in leading-edge research to create new, integrated solutions. We are accelerating the practice of innovation so that you and your organization can thrive in these complex times.

Our approach to building innovation competencies is distinct and holistic. We start by working with you to discover your most important needs and priorities, then determine and apply the best solutions to accomplish your goals. We're with you throughout the entire process and help you measure and celebrate your impact with both intangible and tangible results.

Why VCI?

Focused on your needs

You have work to do and positive results to produce; it's our job to make your work more motivating, innovative and easier

Results oriented

For us innovation is a pro-active, conscious act of co-creating your future; that's our passion and purpose in everything we do

Strength based

Our analytics and self-assessments are designed to build the self-awareness, self-esteem and confidence it takes to be innovative; we balance inner transformation with mastering new competencies

Values centered

Human values, the positive qualities of good character found in all cultures across time, are the energizing ingredients for the *what*, *why* and *how* of innovation — and the foundation of all of our programs

Relentlessly researching and innovating

We're actively advancing the field of innovation with the latest thought in Innovation Enablement paradigms while simultaneously innovating our own models to stay on the leading-edge

Integrated and coherent

Our models, processes and tools have a common language and understanding to break down the silo mentality so innovative efforts can be practiced seamlessly across functions, stakeholders and cultures

Committed to building true wealth

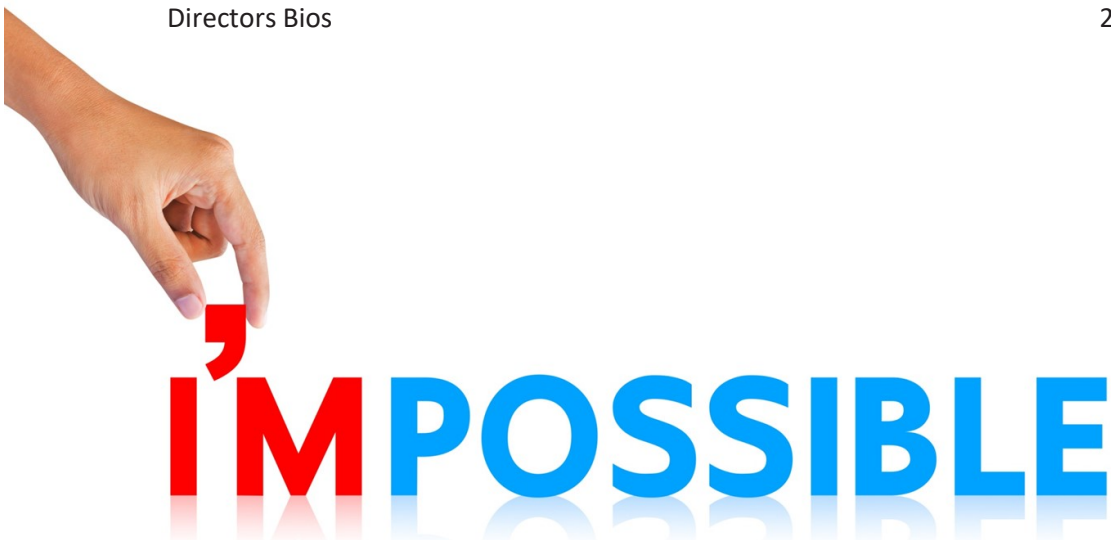
We measure 3 key outcomes that indicate true wealth: (1) the values practiced; (2) the knowledge and wisdom gained; and (3) the beneficial achievement of goals



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CONSCIOUS HUMAN CENTERED INNOVATION

Its Time has Come

The perfect storm of business pressures, strategic priorities, and HR maturity is in full power today – offering leaders at all levels a pivot-point opportunity to transform their impact on overall business performance. That opportunity is to concentrate on the key driver of business success today: *Conscious Human Centered Innovation*.

Conscious Human Centered Innovation takes the field of innovation well beyond the traditional mental disciplines of innovation. There's a growing recognition that the transformative power of innovation requires the integration of emotional intelligence, good character values, and a sense of purpose beyond self-interest, along with well-structured processes.

Design Thinking and Agile Innovation are both early expressions of Conscious Human Centered Innovation. But there's more to come: an even more fundamental transformation in how individuals, teams, leaders, and entire organizations raise their innovation game and impact with their colleagues, customers, and community of stakeholders.

That's where VCI comes in. We realize that the capacity for Conscious Human Centered Innovation is absolutely central to organization and business transformation. This means putting the power, responsibility, knowledge and tools for innovation at the fingertips of every employee – with a common language and understanding, integrated productivity tools, and processes that can be used throughout the organization.

This capacity building includes far more than just needed skills and behaviors. It requires a transformative mindset shift to mobilize the entire workforce as a coherent, innovative whole.

At VCI, we've found that the most powerful engine for enabling Conscious Human Centered Innovation is the synergy between:

- Chief Innovation Officers (CINOs) and Sponsors of innovation (with accountabilities to produce positively-impactful innovations)
- Chief Human Resource Officers (CHROs) and L&D, TD and OD professionals (with responsibilities to build capabilities that are coherent and effective across the organization)



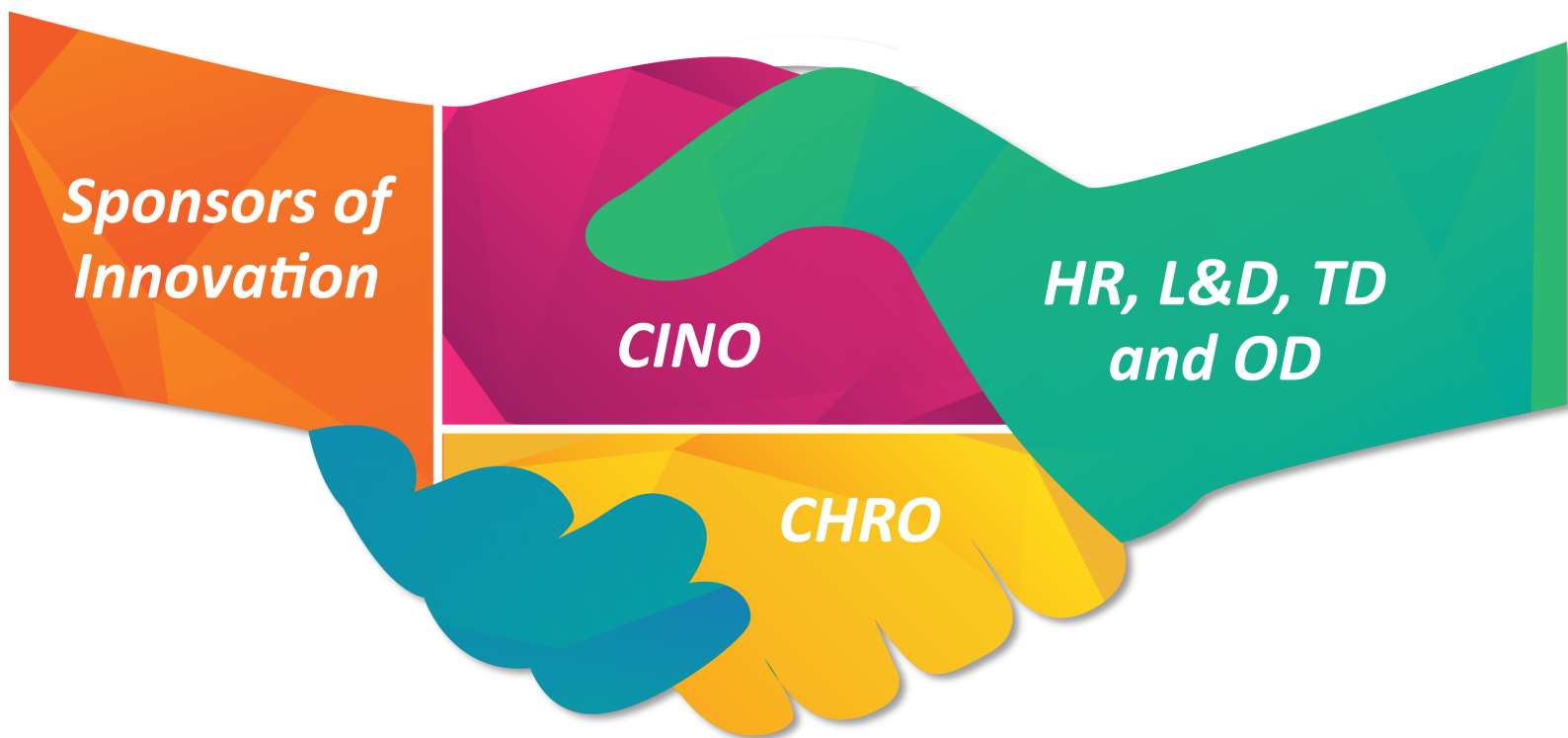
Whether you're a CINO, Sponsor of innovation, CHRO, or a Builder of capabilities, you're investing a great deal of time, energy, and career into making a difference. Our mission is to make your life simpler, and to support you in transforming your impact on your organization's success. This Program Guide highlights VCI's pioneering yet well-researched and tested methods and tools for enabling Conscious Human Centered Innovation across the organization: every person, every job, every day.

We've come to appreciate just what a critical time this is for mastering the art and discipline of enabling Conscious Human Centered Innovation. We invite you to thoughtfully consider the challenges you face in your organization, and how "being innovative" is fundamental to meeting each of those challenges.

If enabling innovation is a priority for you and your organization, join us for an enriching conversation!

William Miller and Debra Miller, Directors

***The most powerful engine for enabling
Conscious Human Centered Innovation
across your organization:***



5 ways VCI can help you achieve your organization's strategic priorities and be an Awesome Place to Innovate®

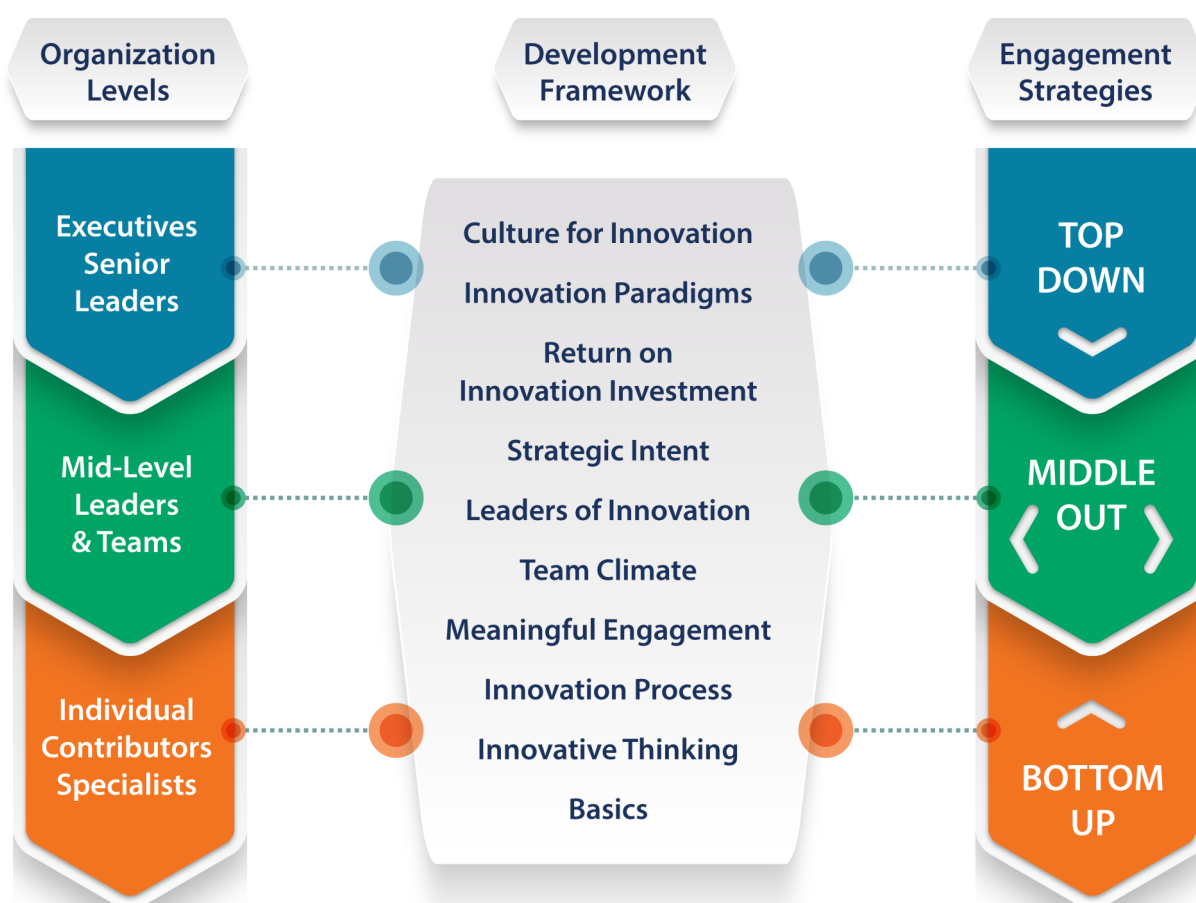
01	02	03	04	05
Develop Leaders Enhance the experience & credibility leaders need to engage & unite others to produce innovative solutions	Engage Employees Expand employee confidence, skills & opportunities to innovate... a key to career progress, motivation and fulfillment	Empower Teams Equip teams with the collaborative skills to innovate across functions, cultures, & internal/external stakeholders	Strengthen Executives Fortify executives to develop innovative strategies & metrics that motivate stretch goals & conscious risk-taking	Transform the Culture Promote the communications, mindset, norms, & practices that foster sustainable industry leadership through innovation

“ Getting Started ”

As your organization grows in complexity, you need innovation enabling solutions that integrate with, and advance, your business strategies. Our levels of impact reinforce each other, as we steadily build the mind-set, behaviors and opportunities your people need to produce sustainable innovative results.

You determine how much impact you need and we'll help you understand the processes, tools and investment required to get there:

1. Review the competencies and benefits for each of VCI's 10 core modules
2. Determine your priority needs at 3 levels: senior leaders; mid-level leaders and teams; and individual contributors
3. Choose your engagement strategy, combining top-down, middle-out, & bottom up approaches
4. Select from our 5 core programs or design a customized program with us
5. Decide how to deliver your initiatives (in-house with certification, eLearning, or conducted by VCI)



“ VCI is a breath of fresh air: authentic, knowledgeable, responsive, supportive and patient. Far from fueling a dependency on them for consulting or delivery services, they have built an impressive suite of support resources for greater individual and business success. I look forward to their continued partnership.

Ginger Coyle, Sr. Organizational Development Specialist
Fortune 500 aerospace firm

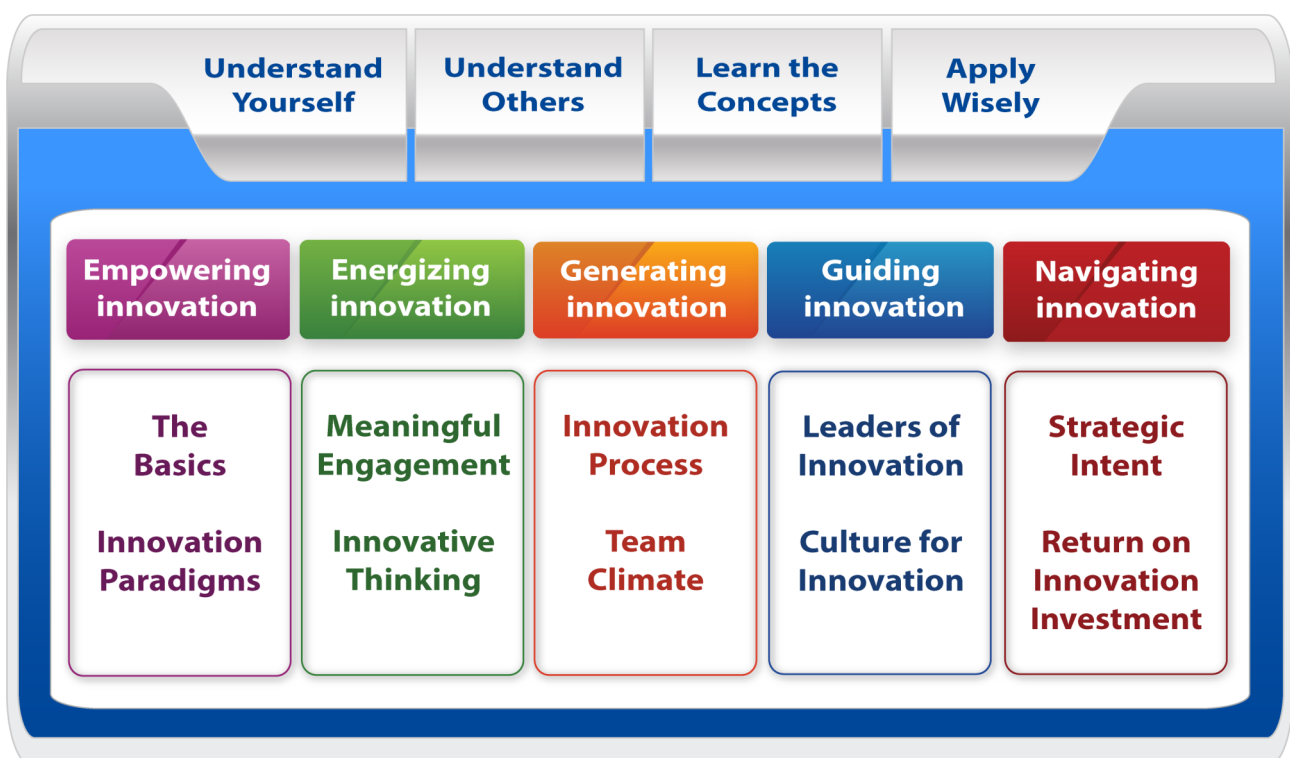
Our Modules

Develop and roll-out innovation programs and initiatives that meet your most pressing needs for enabling innovation

We'll have you up and running quickly among a wide range of functions, cultures, and professional levels. The unique features of our 10 innovation modules include:

- Each time you add a new module, you can be confident that the language and concepts will be fully integrated and will reinforce all previous competency building.
- A “strength-based” approach is used throughout all of our modules; creating a safe environment for everyone to grow personally and professionally.
- The learning process follows a four-step adult learning model. Each person gains new self-awareness and an understanding of others, a depth of knowledge about the concepts, and practical, wise applications for each module.

Get Certified. With certification, you have a recognized competency to enable innovation. You'll have all of the guidance and resources needed to conduct a wide range of activities, from workshops to consulting sessions to small and large programs.



“VCI’s framework for enabling innovation makes it very easy to find what you need based on where you are in your innovation journey. Their well-developed, evidence-based content is available in all delivery methods (online, in-person, certification). The online content is well designed, organized and highly effective for new and experienced users.”

Kent Wrenn, Director, Talent Management
Burgess Norton Manufacturing

Our Programs

Jump-shift the innovative impact your employees, leaders and teams can make to enhance your organization's future

Develop leaders for innovation

Enhance the experience and credibility leaders need to engage and unite others to produce innovative solutions

Transform the culture for innovation

Promote the mindset, communications, norms, and practices that foster sustainable industry leadership through innovation

Engage employees to innovate in everyday work

Expand employee confidence, skills and opportunities to innovate... a key to career progress, motivation and fulfillment

Strengthen executive sponsorship of innovation

Fortify executives to develop innovative strategies and metrics that motivate stretch goals and conscious risk-taking

Select a pre-designed program or custom design one with us

Our programs include a selection of modules, self-assessments and/or analytics to stimulate essential insights, deepen the learning, and guide practical application.

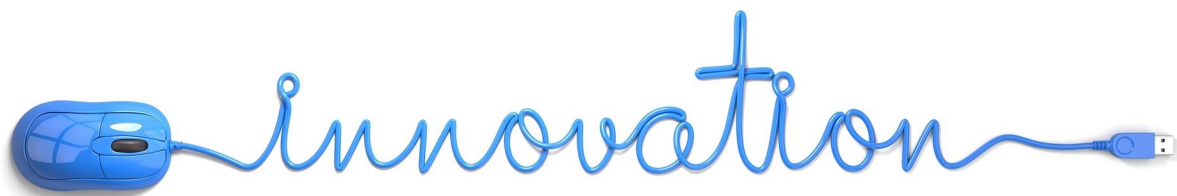
Empower teams for customer-focused innovation

Equip teams with the collaborative skills to innovate across functions, cultures and internal/external stakeholders

All programs are designed to be implemented over time (with assignments and coaching in between sessions) or condensed into high impact workshops.

“ Our partnership with VCI has added value by both extending the suite of learning solutions we can offer and by expanding our team's expertise and innovation in all that we do. The design support VCI has provided is unparalleled! We continue to thrive by customizing the innovation learning programs we offer our clients!

Michele Patry, President, Innovative Facilitation



Each program draws from 10 core modules, with self-assessments and analytics	Develop Leaders	Engage Employees	Empower Teams	Strengthen Executives	Transform the Culture
The Basics: Establish an inclusive, common language and understanding for innovation	✓	✓	✓	✓	✓
Innovation Paradigms: Leverage 3 distinct paradigms that shape the purpose & approach to enabling innovation				✓	✓
Meaningful Engagement: Energize the good character and courage it takes to positively impact innovation		✓		✓	✓
Innovative Thinking: Build the skills and versatility for 4 distinct <i>Innovation Styles</i> ®	✓	✓	✓		
Innovation Process: Invigorate the art and discipline of the BeThinkAct™ process through 8 tasks	✓	✓	✓		
Team Climate: Strengthen the 8 qualities that enable team synergy when innovating	✓		✓		✓
Leaders of Innovation: Fortify the 8 character traits to practice, coach and sponsor others to be innovative	✓			✓	
Culture for Innovation: Strategize 16 factors that shape the culture practices, policies, and communications				✓	✓
Strategic Intent: Conduct scenario-based strategic planning, supported by a 10-element business model				✓	
Return on Innovation Investment: Assess ROI and business performance by measuring both intangible & tangible assets				✓	✓

Our eLearning

Enhance your online eLearning courses, micro-learning and blended learning with VCI's eSchool *Innovate Your Way*®.



Innovate Your Way®

VCI offers the only fully-integrated suite of innovation competency-building courses available as *onsite* workshops or *online* self-paced and blended learning.

Whether you're in an early or mature stage of enabling innovation in your organization, you and your colleagues need to consistently refresh your capability, credibility, resourcing, and knowledge for building and strengthening innovation capabilities in a coherent manner.

That's where you and VCI can work together to make your life easier and ensure your success each step of the way.

When you need to build innovation capabilities, use VCI's suite of online courses or let us customize courses for you.



With VCI's eLearning courses you can take a leap forward in how you:

- ✓ Engage your employees to be innovative in their daily work
- ✓ Strengthen meaning and motivation based in good character and values
- ✓ Develop leaders to be both practitioners and coaches for innovation
- ✓ Meet your HR/TD strategic goals for enabling innovation
- ✓ Contribute to your organization's culture for innovation

Enhance performance. Accelerate careers. Make a meaningful difference.

FOR PROFESSIONALS...

Boost your employees' knowledge and skills for being innovative with VCI's unique online, video-based learning.



Innovate with Style™... for Leaders

Accelerate your impact as a role model and coach for innovative thinking



Be Innovative... for Leaders

Master an Innovation Process you can use anytime, with anyone, to produce innovative results



Innovative Thinking - Coach Certification

Coach others to think innovatively to boost their career and success



Innovation Process - Trainer Certification

Train others to produce innovative results in their everyday work

AS AN ORGANIZATION...

Certify your professionals as a Trainer or Coach and conduct inhouse and blended learning sessions.

FREE MINI-COURSES...

Encourage your employees to engage in a wide range of 1-hour free mini-courses to supercharge their innovation capabilities!



Think Outside YOUR Box!

Gain new versatility to think innovatively in any situation



Breathe Life into Your Presentations

Prepare and deliver your next presentation with ease

Grow with us as we launch more online courses from our 10 modules or let us customize courses for your organization

Our Analytics

- Use visual models & quantifiable data to determine key leverage points for enabling innovation
- Set baselines, build competencies, and track progress

Each analytic is based on original research, with decades of experience in the field of innovation

Awesome Place to innovate®

Bring the spirit and leadership practices alive that stimulate a vibrant innovation culture with every person, every job, every day

Innovation Mindset, Behaviors and Opportunities (I-MBO)

Understand key leverage points for engaging employees and maximizing each person's ability to be innovative

Group Climate for Innovation

Know how well your leaders empower 8 qualities of team innovation, to turbo-charge innovative work from start to finish

“ I was fortunate enough to execute a departmental turnaround using the Values Centered Innovation framework. Not only did we accomplish phenomenal outcomes, the practice of disciplined collaboration and innovation carried over into every facet of our lives.

P T Navendra, Head of Data Services, HD Vest Financial Services



API: Awesome Place to Innovate®

The API analytic provides a clear focus, urgency and guidance for implementing the factors that directly impact the conversations, practices and policies needed to foster a vibrant culture for innovation.

- Ignite the spirit of innovation with the 5 key elements of an Awesome Place to Innovate®
- Understand how 16 culture factors directly impact the way people work innovatively
- Transform your initiatives, projects and routine tasks into innovative work
- Stimulate organization-wide innovation with every person, every job, every day
- Strengthen your culture over time, ensuring that your organization is always an industry leader

I-MBO: Innovation Mindset, Behaviors and Opportunities

Utilize the I-MBO visual models and data to gain critical insights about how the people in your organization understand and relate to innovation, skillfully engage in innovation and are empowered to innovate.

- Graphically see how your people relate to 10 essential components for enabling innovation
- Maximize each person's ability to be innovative in their everyday work
- Focus on building the competencies that enable every person in the organization to be, think and act innovatively
- Provide development resources for people to innovate – a vital key to their career progress, motivation and fulfillment

GCI: Group Climate for Innovation

With the GCI analytic, intact groups (large or small) can know their collective strengths and improvement opportunities for achieving high levels of synergy for innovation.

- Know how well your leaders empower 8 qualities of team innovation
- Pinpoint what is needed to turbo-charge your ability to innovate from start to finish
- Develop leaders as coaches who can foster effective, collaborative innovation across functions, cultures, and stakeholders
- Enhance team synergy across the organization and stretch teams to produce new levels of innovative achievement and learning

Our Assessments

Our assessments foster self-insight and spark new levels of innovation competency, motivation, and productivity... individually and with others



“The workshop was an eye opener. Before, I thought there was only one way to a solution. Now I understand people react differently to the demands in a situation. “The solution is one, but many ways to get there.” I am now able to appreciate “this is the best approach by this person.” I am getting better results from this approach to managing people.

Senior Manager, a technology design firm

VCI assessments are designed to build the self-esteem and confidence it takes to be innovative in every day work. Each one is grounded in original research from an innovation perspective. Use them to provoke self-awareness and insights that result in greater versatility and effective efforts.



Self-Assessments

Our strength based self-assessments provide “relative preference and tendency” scores – as contrasted with ratings-based assessments that give “good/bad” or “high/low” scores. With our strength-based assessments, the question is not, “Are you innovative?” but rather, “HOW are you innovative?”

Four VCI modules provide strength-based self awareness and insights to individuals and groups regarding their preferences and tendencies among:

- 3 orientations to Human Values
- 4 styles of Innovative Thinking (Innovation Styles®)
- 8 tasks of the Innovation Process (BeThinkAct™)
- 8 qualities of the Team Climate for Innovation

With this kind of profile feedback, individuals and groups can leverage their strengths (the key to healthy self-esteem and confidence), expand their versatility, and work more collaboratively with others.

360° Leadership Assessment

Currently under development is a 360° assessment in the Leaders for Innovation module. This 360° assessment addresses 8 leadership traits for innovation related to the roles of *Practitioner/Role-Model* and *Facilitator/Coach*.

The 360° leadership assessment takes leaders to the next level through:

- New self-awareness, leading to new thinking & behavior
- Respect gained from colleagues (from being open to change)
- The opportunity for constructive conversations with peers and subordinates

The 360-degree assessment process is designed to meet the criteria required for success:

- A linkage between a leader’s mindset, behaviors, and consequences
- Reliable ratings based on *experience* of the leader, not judgments
- The leader’s humble openness to feedback
- Skilled coaching to the leader
- The leader’s disclosure with colleagues about what was learned and what changes to expect
- Disciplined follow-through, with mid-course corrections

Empowering Innovation



THE BASICS

The *Basics* module establishes a common language, understanding and concepts for the art and discipline of innovation

Core Concepts

- Everyone has the potential to *be* innovative, to *think* innovatively and to *act* innovatively; what's important is to develop that potential and focus it on what really matters
- Expand innovation from a specialized skill to a core competency that every person can participate in
- A common language, approach and framework for innovation provides a platform for people to innovate together
- Creativity is generating new, original ideas; innovation is the process of putting those ideas to work and producing a benefit
- Innovation is an art and discipline: the art is the human side; the discipline is the tools and processes that everyone can learn and use
- Innovation has its own “breathing rhythm”: the inhale is creating/sharing knowledge, the raw material for innovation; the exhale is generating/implementing innovative solutions

Key Content

- Conscious innovation – art and discipline
- Breathing rhythm of innovation – inhale and exhale
- Wise distinctions between creativity and innovation
- Sustainable innovation – incremental and breakthrough
- The genius in everyone – specialist and generalists
- The heartbeat of innovation – human values

Experience/Research Background

The common language and concepts that form the foundation of VCI's curriculum are based on over 30 years of experience, research and consulting by William C. Miller and Debra R. Miller, along with original research from various sources, including consulting companies such as BCG, KPMG, IBM and McKinsey.

Benefits

- Demystify innovation to create a confident mindset that everyone can be innovative
- Promote a common language and understanding for innovation that engages and unites people to produce innovative solutions in their daily work
- Cultivate a healthy respect for different ways people approach innovation, to reduce conflict and increase group collaboration



The contents of the new certification program are insightful and informative and have been helpful for our “Train-the-trainer” program, enabling us to build effective innovation facilitators within the organization and customize the modules and lessons to meet our business needs. VCI has been a valuable partner in our innovation practice and we eagerly look forward to furthering our relationship.

Gajendiran R,
Manager, TSIC,
L&T Technology Services



INNOVATION PARADIGMS

The *Innovation Paradigms* module builds the awareness and skills for working within and between 3 different paradigms for enabling innovation

Core Concepts

- There are 3 major paradigms for innovation enablement that have evolved over the past decades; each has fostered its own approach to enabling innovation
- The evolution of these 3 paradigms is analogous to the evolution of IT technology from mainframes to personal computers to mobile devices
- Each subsequent version of innovation enablement includes the key strengths of the previous version — while adding new approaches and benefits. So version 3.0 contains the best of 1.0 and 2.0.
- By understanding these paradigms and their evolution, you can make wise, optimal decisions for enabling innovation

Key Content

- Three paradigms for enabling innovation (1.0, 2.0 and 3.0)
- The approach of each paradigm for enabling innovation
- The ability to shift freely and skillfully between the 3 paradigms to better engage in business deliberations and decisions
- Enabling innovation in a way that creates positive value for all stakeholders
- Resolving conflict when differing paradigms are being promoted

Experience/Research Background

The basis for this module is research conducted since 2002 on 3 contexts of business that have evolved over the past 150 years, and their impact on business leadership and meaning and purpose in business. White papers are available with the research findings to date. Further research is continuing on topics such as wealth creation and innovation.

Benefits

- See the wisdom in different innovation enablement paradigms, and integrate the best of each when making decisions
- Shift skillfully between different paradigms, to better engage in business deliberations
- Align innovation initiatives to a higher purpose, so people are energized to use their full potential in present and future projects
- Engage more employees and stakeholders in your innovation programs, across the boundaries that normally hinder innovation

“Participating in VCI Workshops gave me a new paradigm of Innovation. It is one of the answers to fulfill the possibility of satisfaction for human beings, be it about generating new strategies, designing new products, or improving quality in organizations.

Sai Krishna Rao,
Senior Consultant,
Wipro Technologies

MEANINGFUL ENGAGEMENT



The *Meaningful Engagement* module strengthens the good character and courage it takes to make a positive impact on the what, why, and how of innovation

Core Concepts

- Human values are the positive, desirable qualities of good character that are inherent in every human being and can be found across cultures and across time
- Human values build the character and courage it takes to energize individuals and teams to produce meaningful innovations
- Three orientations to human values help us bridge our differences and make wise choices, while giving us the inner strength and clarity of mind to innovate
- The call today is not just for *more* innovation, but for innovation that is motivated to achieve consistently positive and beneficial outcomes: *innovation with a conscience*

Key Content

- Human values and social values
- The practice of human values and innovation
- Discovering your human values orientation (Intention, Connection and Action)
- The relationship between human values and the tasks of the innovation process

Benefits

- Sustain the character and courage it takes to produce meaningful innovations
- Ask the deeper questions that unlock the inner motivation for innovative work
- Bring out the best in others according to their natural inclinations for different human values
- Inspire a greater sense of meaning and motivation in what, why and how each person innovates
- Experience energized, innovative, collaborative teamwork

Experience/Research Background

Core concepts for this module have been formulated over 25 years of corporate experience in applying human values to innovative work. The relation between human values and innovation was the subject of extensive research over a 5-year period that resulted in the module's self-assessment. A suitable language for human values in the workplace was refined in part by the Global Dharma Center for United Nations Habitat's programs. Other resources included international research by the Great Place to Work Institute.

“My team and I have worked with VCI in assessing ourselves and also participating and interacting in the classroom sessions. Many people speak of innovation, but VCI has a way with the heart and mind combination — two elements which are missing in other processes and workshops.”

Devendra Chowdary,
Lead Principal,
Infosys Technologies



INNOVATIVE THINKING

The *Innovative Thinking* module builds the skills and versatility for 4 distinct *Innovation Styles*® and their impact on the process of innovation

Core Concepts

- Recognizing the different ways we think innovatively is a key to successfully working together in a team and in an organization
- There are four distinct “languages” of innovative thinking: Visioning, Modifying, Exploring and Experimenting
- We each have our own approach to meeting an innovative challenge, using our own mixture of all four *Innovation Styles*®
- Each style makes an essential contribution to the innovation process, and all four are needed for comprehensive as well as creative solutions to work challenges

Key Content

- Our innovative potential: *The question is NOT “ARE you innovative?” The question is “HOW are you innovative?”*
- The four *Innovation Styles*®: Visioning, Modifying, Exploring and Experimenting
- Each person’s *Innovation Styles*® profile and team dynamics
- Idea-generation techniques to practice and apply each style of innovative thinking
- The relationship between innovative thinking and the tasks of the innovation process

Experience/Research Background

The *Innovation Styles*® model was developed by William C. Miller based upon three research sources found in published literature and in data bases available at the Stanford Research Institute. The *Innovation Styles*® model was a breakthrough from previous creativity models with four distinct strategies of innovative thinking that impact all stages and tasks in the innovation process.

Benefits

- Be versatile in generating ideas by eliciting different *Innovation Styles*®
- Collaborate with others to expand the depth and breadth of innovative thinking
- Recognize the innovative thinking styles of others to connect and communicate more effectively
- Gain wider acceptance of ideas and concepts by appealing to all four styles of thinking

“We use VCI’s *Innovative Thinking Styles* in our creative innovation program. It is an excellent tool to build balanced teams for ideation and problem solving. VCI has a wealth of expertise in innovation and are wonderful to work with.

Kim Saville,

Director of Innovation Processes,
Saint Gobain Performance Plastics

“My experience with *Innovation Styles*® has helped me to engage project teams with a different focus on change. It has had a profound impact on my clients’ work.

Dan Browne,

Operating Effectiveness,
Fortune 500 insurance firm



INNOVATION PROCESS

The *Innovation Process* module provides the guidance, stimulation and discipline to innovate from start to finish, across cultures, departments and specialties

Core Concepts

- No matter what your job is, your innovative efforts share a common innovation process
- The VCI Innovation Process has 4 stages (Stretch, Collaborate, Co-Create and Actualize), each with 2 key tasks
- Tasks 1 to 4 are the “inhale” where you gather the raw material you need to innovate
- Tasks 5 to 8 are the “exhale” where you determine your creative course of action and make it happen
- Each task enables the art and discipline of innovation

Key Content

- The BeThinkAct™ model, with 4 stages & eight tasks
- The importance of integrating the innovation process and good character, across cultures and functions
- Risks, concerns, hopes and aspirations as positive stimuli to the process
- Diagnosing other functional processes to see what’s missing
- Insights from each person’s individual profile and team dynamics
- Celebrating new knowledge and achievement as valid results

Benefits

- Turbo-charge your innovative work by gathering the “raw material” before generating ideas and deciding on the best solution
- Establish a healthy breathing rhythm that produces new knowledge and tangible results
- Share leadership during the innovation process, task by task, to keep people engaged from start to finish
- Maintain momentum throughout the process, even during the ups and downs of innovative work

Experience/Research Background

The VCI model of the innovation process is based on (a) examining a multitude of innovation process models from the past 60 years, and (b) a study of wisdom literature. The combination revealed three key aspects of the human art and rigorous discipline of innovation that were missing from the most popular models. The VCI model, called BeThinkAct™, incorporates these missing elements to formulate a cross-functional, cross-cultural model for collaborative innovation. This model has been used for over 25 years in corporations around the world by professionals at all levels of the organization.

“We are so impressed by the content, tools and methodologies provided by VCI's program. We feel like we are in an Innovative Journey during the certification where we are enriching our minds and our understanding for innovation. Thanks for such a great experience that VCI is bringing to us!”

Catherine Zhang,
Content Manager, Human
Resource Excellence Center



TEAM CLIMATE

The *Team Climate* module strengthens the 8 qualities that directly impact each task in the Innovation Process and enable team synergy for collaborative innovation

Core Concepts

- “Team Climate” describes the values and behaviors that foster innovation, something any leader and team members can impact
- Team synergy – having your energy together – is essential for collaborative innovation
- To nurture a healthy environment for innovation, it’s important to recognize, value and put the eight Team Climate qualities into daily practice
- Having a healthy mix of roles among team members – *following, interacting and leading* – creates the synergy to innovate well
- Each team member can positively affect the team climate, whether in a productive, new or stressed team

Key Content

- Difference between climate and culture for innovation; and importance of each for innovation
- Eight qualities that synergize a team to be innovative in everyday work: Commitment; Conscious risk taking; Character and courage; Collaborative learning; Creativity with diversity; Cooperative decision making; Congruence of thought, word, action; and Celebration of learning and achievement
- Insights from each person’s individual profile and collective team climate profile

Experience/Research Background

There is a wealth of knowledge about team innovation generated by many researchers over the past decades. VCI has merged this research with its experience using its proprietary model of the innovation process to diagnose how various climate factors impact specific tasks in the innovation process. The result is eight qualities that synergize a team to be highly innovative in their daily work.

Benefits

- Feel confident in your ability to uplift a climate for innovation in any team you belong to
- Be positive and supportive in each role needed for your team to be innovative (following, interacting and leading)
- Build team synergy and experience your team “having their energy together”
- Stretch your team to take on new levels of learning and innovative achievement
- Collaborate effectively with team members who have diverse viewpoints

Previously, I directed the team about what I and the customer needed – I pushed my thought onto the team. Now I allow team members to offer ideas for the best way to do things. I get their input and they are starting to speak up for themselves. They are showing their skills and are feeling very good about it. There is a stronger relationship and more trust happening.

Senior Manager,
an engineering design firm

LEADERS OF INNOVATION



The *Leaders of Innovation* module develops the traits to practice, coach and sponsor others to be innovative, while building the strength of character for leading innovation

Core Concepts

- All leaders play 2 significant roles to enable innovation: as a practitioner and role model who exemplifies being innovative; and as a facilitator and coach who equips others to be innovative
- Senior leaders have 2 additional roles: as a sponsor of the culture for innovation; and as an executive who shapes and measures the "return on innovation investment"
- There are 8 fundamental traits for those who strive to be "SPIRITED leaders of innovation™" – each of which can be strengthened
- Developing these traits enhances the capability and strength of character needed for each task of the innovation process

Key Content

- Eight traits of SPIRITED leaders of innovation™: Strength-based, Purposeful, Insightful, Rewarding, Inclusive, Trustworthy, Expansive, and Determined
- Impact of the leadership traits on the innovation process
- Leadership 360° assessment to discover innovation leadership areas of strength and areas to strengthen

Experience/Research Background

Studies of creative individuals, entrepreneurs, and leaders abound. Based on decades of work with leaders in the corporate arena, VCI has compiled the traits that are most important to leading Values Centered Innovation™ and linked them to the tasks of the innovation process. The result is a clear picture of how those traits impact the success of the entire innovation process from start to finish.

Benefits

- Be a positive role model for what it means to be innovative, and to think and act innovatively
- Be a leader who can coach others to successfully take on innovation challenges that produce new knowledge and beneficial results
- Become well-rounded, credible, and influential in carrying out the roles of innovation leadership
- Be self-aware and versatile to pro-actively impact how well groups collaborate innovatively

“The greatest take-away was learning to set business goals in such a way that they are personally meaningful. Business goals are not obtained just by going for the numbers. There’s a human face too. We need to consider human values to have the prime movers be at their best. Then we can achieve our goals.

Group Delivery Head,
L&T Technology Services



CULTURE FOR INNOVATION

The *Culture for Innovation* module teaches the sixteen factors that directly impact the conversations, practices and policies needed to foster a culture for innovation

Core Concepts

- “Culture for innovation” is the values and behaviors that are embedded in the organizational norms, systems and policies, and requires top leaders to impact over time
- A culture is “lived” and promoted through the conversations between senior leaders and employees
- The strongest cultures for innovation have a “systems integrity”
- The culture for innovation requires managing sixteen different factors that directly impact the work of individuals and workgroups in carrying out the innovation process

Key Content

- Difference between climate and culture for innovation; and importance of each for innovation
- Sixteen factors that cultivate and sustain a culture for innovation
- Relationship of the culture factors to the tasks of the innovation process
- Key factors for sponsoring organizational innovation
- Discovering the organization’s innovation culture profile

Experience/Research Background

The model for the innovation culture is based on research originally conducted at SRI International (Stanford Research Institute), aimed at determining what factors contributed to maintaining or suppressing the innovativeness of entrepreneurial acquisitions. The Innovation Culture Profile (ICP) is based on those findings, which later experience showed were determinants for successful executive sponsorship of any culture for innovation. The ICP has continually evolved over the past 25 years in order to maintain current relevance for organizations worldwide.

Benefits

- Recognize and understand your organization’s current strengths and deficiencies for producing innovative results
- Provide clear focus, urgency, and guidance for cultivating an innovation culture across sixteen factors
- Bring executives together to sponsor an innovation culture that positively impacts each stage of the innovation process
- Promote innovation-enabling conversations across the organization
- Establish the policies and practices that foster innovation from start to finish



On behalf of the IT leadership team, I would like to thank you for a wonderful workshop. The meticulous way in which the workshop was planned and executed was inspiring. The workshop opened up an entirely new world in our minds about values centered approaches in our regular business.

Sr VP & CIO,
Cognizant Technology Solutions



STRATEGIC INTENT

The *Strategic Intent* module focuses on what guides and drives the innovative energy, priorities, initiatives, and measures needed to produce meaningful innovations

Core Concepts

- Scenario-based strategic planning is a highly creative and engaging approach which produces a comprehensive, conservative, risk-spreading strategy that is capable of guiding the organization forward in uncertain and complex times
- Scenario-based strategic planning takes a more wholistic view of what indicators are important, and emphasizes their inter-relationships
- There are 10 elements for an innovative business model, each supports the art and discipline of innovation

Key Content

- Approaches to strategy development
- Aligning to the organization's mission, vision and purpose
- Eight steps in the scenario-based strategic planning process
- Business model elements essential to a successful strategy
- Role of human values, innovative thinking and the innovation process to gain high levels of creativity and engagement
- Types of thinking involved in the strategy process: strategic thinking, innovative thinking and tactical thinking

Experience/Research Background

Models of strategic intent in business and innovation typically draw from Western academic models of growth and development. VCI has developed an integrated approach with concepts drawn from the wisdom of Eastern as well as Western cultures. In addition, years of experience with scenario-based planning offers a conservative, yet more innovative approach to identifying strategic intent than forecast-based methods.

Benefits

- Include a wide range of stakeholders when developing an organizational strategy that positions you across the complexity and uncertainty of these times
- Increase engagement, stimulate innovative thinking, and make wise, informed decisions about the future
- Develop innovative business models using a 10 element model
- Gain consensus about the urgencies and priorities to drive your organization's future

“We used the VCI scenario-based planning process for our new WISH organization. The processes were very productive and highly engaging — not only did we accomplish the tasks we set out to, we also developed a much deeper sense of being a team, a better understanding and support for one another, and a shared sense of commitment towards building this new future together.”

Sunil Wadhwani,
Founder, WISH Foundation
Co-founder, iGate Corporation



RETURN ON INNOVATION INVESTMENT (ROI)

The *ROI* module provides a methodology for assessing organizational performance by measuring both tangible and intangible assets (intellectual capital)

Core Concepts

- Intellectual capital is a term for the intangible assets of an organization, in the form of growth capital, process capital, human capital, leadership capital, and relationship capital
- The value of intellectual capital is the vast majority (typically 80%) of the market value of knowledge-based companies
- A full appraisal of business performance must necessarily include measures of both tangible and intangible assets (intellectual capital)

Key Content

- Three distinct formulas for measuring and categorizing the value of tangible vs. intangible assets: Innovation Premium, Market/Book Value, and Return on Intellectual Capital
- The importance of managing and measuring knowledge creation as a positive outcome of innovation initiatives/projects
- Determining proper measures of intellectual capital related to a company's industry, business and operations

Experience/Research Background

Research has expanded rapidly since the 1990s on the importance of intellectual capital in determining a true measurement of a "return on innovation investment" beyond simple notions of "revenue from new products introduced in the last 3-5 years." VCI has continually studied this research and applied its own experience in assessing the potential value of innovation initiatives.

Benefits

- Strengthen and sustain industry leadership by utilizing tangible and intangible measures that support stretch goals and proactive innovation
- Optimize the "innovation premium" in share price by managing business unit effectiveness in terms of the growth of tangible and intangible assets
- Track tangible/intangible metrics for a "return on innovation investment" to help allocate resources needed for innovation

“William has long been known as remarkable in his ability to get organizations operating more innovatively and to keep them that way.

Michael Ray, Professor,
Stanford Business School,
author of *Creativity in Business*

“William offers excellent tools for helping businesses everywhere.

Rosabeth Moss Kanter,
Professor, Harvard Business
School, author of *World Class*

“ ”

Directors Bios

WILLIAM C. MILLER

For over 30 years, William C. Miller has been an internationally-recognized expert on values centered corporate innovation – both as head of the Innovation Management program at SRI International (Stanford Research Institute, in the mid-1980's) and as president of the Global Creativity Corporation since 1987. He has been named numerous times by *Leadership Excellence* as among the top 30 thought-leaders worldwide on the subject of leadership and his innovation methodologies have a proven record of breakthroughs in the field of innovation. He leads the VCI client and consulting practice as well as IP development.



Two of William's five innovation books – *The Creative Edge* and *Flash of Brilliance* – have been rated among the top 30 business books of the year in the USA by Executive Book Summaries. He has been a Guest Faculty member at the Stanford University Graduate School of Business and University of Dallas DBA program. He has consulted and delivered keynotes in countries such as: India, China, Japan, Singapore, Czechoslovakia, England, France, Holland, Canada, and the USA. His clients over the past 25 years have included corporations such as:

Associated Cement Companies (ACC), AT&T, Charles Schwab, Chevron, Compaq, Disney Institute, Dow Elanco, DuPont, Eli Lilly, Exxon Chemical, Ford Motor, HCL Technologies, HP, IBM, Infosys, Kraft Foods, Levi Strauss, Motorola, Nike, Northern Telecom, Philips Electronics, Pillsbury, Pizza Hut, Procter & Gamble, Samsung, Searle Pharmaceutical, Shell Canada, Taco Bell, and 3M

DEBRA R. MILLER

Debra Miller is a joint founder of Values Centered Innovation. She has decades of experience leading IT initiatives, coaching executives on leadership effectiveness, and building innovation competencies. In the early 1990s, Debra founded Masterful Mission, a business coaching organization working with executives, business owners and entrepreneurs. Through her work and public speaking she helped to pioneer the now-popular concept of business coaching. She leads VCI's coaching and training practices and IT development, co-authors VCI's IP and co-taught a doctorate of business administration course at the University of Dallas.



In her 40-year professional career, Debra has managed corporate software development and accounting functions, trained thousands of people worldwide, and authored numerous books, articles and white papers on subjects such as business coaching, spiritual-based leadership, human values in the workplace, and innovation enablement. In the year 2000, she and William Miller co-founded the Global Dharma Center which focuses on spirituality and human values for leadership and work organizations. She co-produced programs on *Human Values and Ethics in the Workplace*, designed for UN Habitat, and the *Spiritual-Based Leadership Research Program* that interviewed over 40 top executives from 18 countries.



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Enabling innovation... every person, every job, every day



Integrated. Energizing. Inclusive

Innovation programs that
transform the way you innovate

01

Develop Leaders

Enhance the experience & credibility leaders need to engage & unite others to produce innovative solutions

02

Engage Employees

Expand employee confidence, skills & opportunities to innovate... a key to career progress, motivation and fulfillment

03

Empower Teams

Equip teams with the collaborative skills to innovate across functions, cultures, & internal/external stakeholders

04

Strengthen Executives

Fortify executives to develop innovative strategies & metrics that motivate stretch goals & conscious risk-taking

05

Transform the Culture

Promote the communications, mindset, norms, & practices that foster sustainable industry leadership through innovation

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