M | **CERTIFIED PROFESSIONAL INNOVATOR**

BUILDING INNOVATIVE ORGANIZATIONAL CULTURE AND COMPETENCY

Surveys of business leaders reveal that the number one attribute they would like to see in their direct reports is the ability to make innovation happen everywhere, every place, and everyday. However, creating this innovative culture and competency is the biggest challenge that organizations face. Innovation strategy and resources will not translate into intended results without the right culture and competency.

Watch Jeff DeGraff explain the challenge in developing innovation culture and competency at www.innv.at/competency1 ▶

The CPI Program

The Certified Professional Innovator (CPI) program is developed to rapidly train groups of highly practiced innovation leaders to manage and champion innovation initiatives inside an organization. Based on 30 years of research, the CPI program is a flexible innovation training ecosystem that is sustainable, organic, effective, and cost-efficient. It has a comprehensive curriculum with assessments, videos, books, and other materials to instill the innovator mindset and principles. Utilizing action learning, frameworks, tools, and methods, the CPI program trains innovation leaders to recognize and avoid pitfalls, choose the right tools for particular situations, build momentum, and get their projects through the organization.

A 90-day program, the CPI program takes a small group of people through real life situations in running an innovation project, providing support and coaching, and producing not only battle-tested innovators, but also innovation products or services for the organization.

The relatively short duration of each program allows organizations to run multiple programs in the same year, producing the critical mass needed to make meaningful changes in the culture, system, and processes of the organization. In addition, the different components of the program (video modules, web conferences) create flexibility where varying curriculums can be created for different groups in the organization.

An added benefit for the program is the development of new innovative products or services that emerge during the 90-day action learning component. This 90-day period serves as an incubation/rapid prototyping period for the participants' innovative ideas. At the end of the 90 days, participants will present their new, innovative projects to the sponsors and the faculty of the program, à la a pitch to venture capitals.

Watch the program in action and see what previous clients have to say about the CPI program at www.innv.at/CPI-Overview ▶

Option A: Standard CPI Program

Innovation Leadership Assessment (individuals + team) to assess participants' innovation style and form suitable teams

14 video modules, which include extra resources such as relevant digital articles, to be accessed through an Innovatrium portal at www.CPInnovator.com

The *Certified Professional Innovator Workbook*, which accompanies the videos, and *Making Stone Soup* book, which discusses the principles of innovation

2-day in-person jumpstart boot camp workshop

90-day biweekly coaching web conferences and teleconferences for each team

Project presentation and evaluation to be attended by faculty, coach, and sponsor from the organization

Pending satisfactory completion, graduates of the CPI program receive a certification from the University of Michigan College of Engineering or the University of Michigan Ross School of Business. They also receive the right to use the CPI designation after their name.

For more information, please visit www.CPInnovator.com ▶

Option B: Custom CPI Program

The CPI program can be customized in many ways:

1. Depth and breadth of training
The program's flexibility allows customized curriculums for people with varying innovation related responsibilities: some people benefit from the full CPI training, while some people only need a small slice.

2. Discipline, field, or organizational specific training
Materials such as videos and articles can be supplemented with specific topics or organizations for more targeted training. Best practices in the organization can be easily shared to enhance organizational learning. With each wave of training, the videos and materials will be adjusted according to the experience to create an organically growing ecosystem.

3. Coaches and Master Innovator training
Program graduates can be further trained to serve as mentors and coaches, and finally as teachers and Master Innovators, enabling a cycle of perpetual and sustainable innovative initiatives and developing an innovative organizational culture.

4. Private innovation portal
The customized program materials are accessible from a private, secure, and organizational specific portal.

Graduates of the custom CPI program receive certification from the University of Michigan and earn the right to use the CPI designation after their name.

Option C: e-CPI Program

This purely digital program is intended for organizations with distributed locations or for organizations with limited budgets. Unlike the regular and custom CPI program, this program is conducted over a period of 8 to 12 weeks, with specific syllabus and assignments for each week, including videos, workbook assignments, and reports. During the program, participants, functioning as a cohort, communicate and collaborate with each other and faculty through a series of webinars and discussions. The program culminates in project pitches, much like the other CPI programs. The resources in this program includes:

Innovation Leadership Assessment (individuals + team) to assess participants' innovation style and form suitable teams

14 video modules, which include extra resources such as relevant digital articles, to be accessed at www.CPInnovator.com

The *Certified Professional Innovator Workbook* in digital form, and *Making Stone Soup* in an e-book format

Upon completion, graduates receive a certificate from the University of Michigan College of Engineering.

Option D: Digital Innovator Program

This is the lightest version of the program and only includes the self-paced digital content of the complete CPI program. This option is intended for individuals, small teams, or for people who need to understand innovation but do not lead nor manage innovation projects. This option gives participants full access to the digital content found at www.CPInnovator.com, including video modules and digital articles. Participants set their own pace. Participants who pass all online quizzes receive a digital certificate from the Innovatrium.
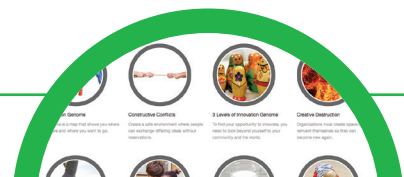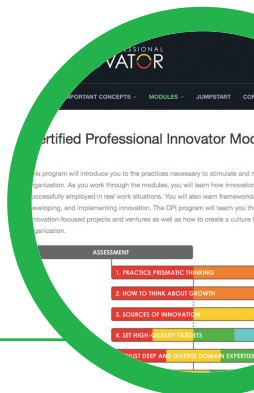
Summary Comparison

The table below showcases the differences between the versions.

	CPI Standard	Custom CPI	e-CPI	Digital Innovator
Advantage	Mix of web based and in-person training, time with faculty and coach; action learning based	A flexible and strategic ecosystem that allows customization of content for different levels and includes domain or organization-specific content and organizational wide assessment	Learning and project work all done through the internet; no face to face sessions needed	All self-paced; no extra commitment
Suitable For	Organizations looking to train groups of elite leaders	Organizations looking for differentiated learning for various groups and unique innovation training	Organizations whose leaders are distributed all over the world and prefer e-learning	People who need to understand innovation but not directly lead or manage innovation projects
Website Portal	www.CPInnovator.com	Private label	www.CPInnovator.com	www.CPInnovator.com
Innovation Leadership Assessment	Individual + team	Individual + team + organization	Individual	Individual
Video Modules	14	14 + custom made	14	14
E-Learning Content Availability	Participants only	Entire organization, customized curriculum	Participants only	Participants only
CPI Workbook	Print included	Print included	Digital PDF	Digital PDF
Making Stone Soup Book	Print included	Print included	E-book download	No
Jumpstart Workshop	2-day in-person Jumpstart	2-day in-person Jumpstart	Not included separately; it is a part of the training	No
90-Day Bi-Weekly Coaching	Team	Individual + team + sponsor	A biweekly team coaching	No
Additional Assignment			Workbook assignments and case study	Must pass all quizzes to receive a digital certificate
Sponsor Involvement	Sponsor attends and evaluates final presentation	Sponsor attends and evaluates final presentation	No	No
Sponsor Special Coaching	Once a month	Ongoing	No	No
Evaluation	Sponsor + faculty	Sponsor + faculty	Faculty	No
Certification	Certification from the University of Michigan	Certification from the University of Michigan	Certification from the University of Michigan	Digital Certificate from the Innovatrium

Integrating CPI in Your Organization

The various versions of the CPI program can be integrated into your current training curriculum and operating rhythm. We understand that the program needs to fit into life as it is in the organization. Thus, the program is designed so that it can easily be adjusted to accommodate workload and other factors.

1. Two-day jumpstart in standard CPI

The in-person commitment for the standard CPI program is for the two-day training session to jumpstart innovation projects. The video modules need to be completed before the jumpstart, but at a pace that can be self determined by each participant. The participants need to be present at the same time for the jumpstart, but with the use of technology, they can gather in several locations, participate and collaborate during the jumpstart.

While we offer the Innovatrium, our innovation lab, as an ideal working space for the jumpstart, we can conduct it in your training facility, headquarter, or other venues of your choosing.

2. Coaching period

In the standard CPI program, after the jumpstart, we provide bi-weekly coaching via webinars or telephone calls for 90 days to help participants build momentum, execute their project, and create a prototype or proof of concept. Even though we find that this format works with most people, we can extend or shorten this 90-day period depending on the level of intensity the organization would like to engage in.

A shorter time frame means more frequent checkpoints and more commitment from the participants to get through the rapid prototyping phase. The organization also needs to make the necessary adjustments to the everyday business operations to allow for this more intensive training regiment.

3. No in-person commitment for e-CPI

The e-CPI program is completely done remotely and without an in-person training session. While there are regular team coaching sessions with the faculty, they can be scheduled at a mutually convenient time. This program is designed for organizations whose workforce is at distributed locations and may find it difficult to gather people in one location for two days.

The lack of in-person training commitment in the e-CPI program necessitates a cohort approach. Participants still must find time to work in teams, even if most communication is done remotely and work product is done independently. Collaboration is a crucial and beneficial element of innovation work.
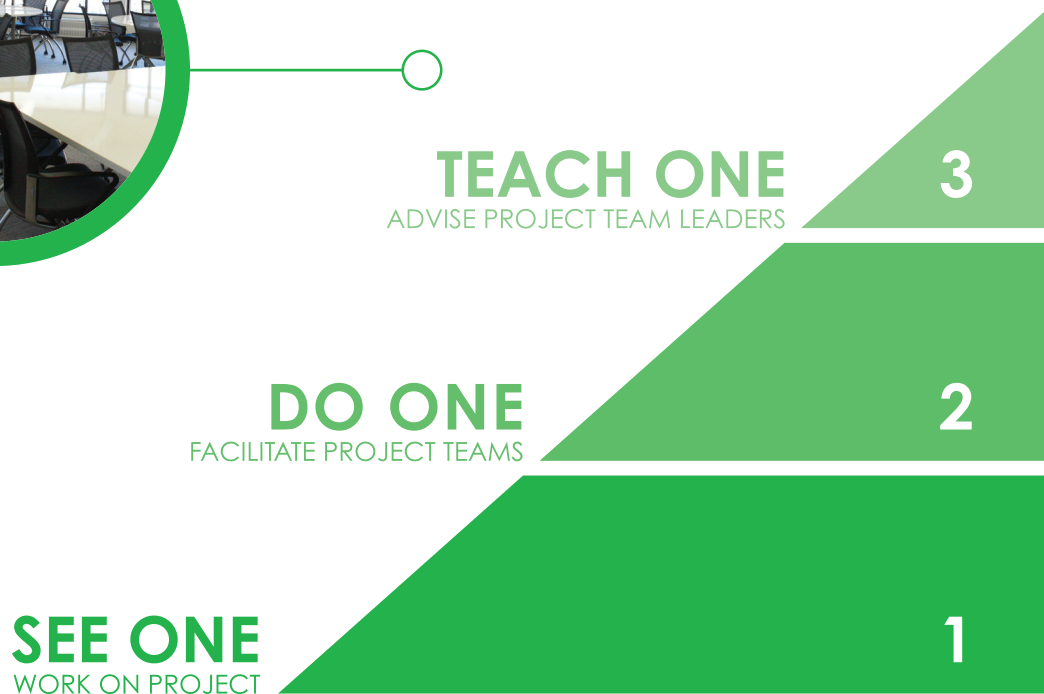
The program duration can be modified to fit any organizations' training cycle, between 8 to 12 weeks. Since innovation is about accelerating failures, we don't recommend extending the program beyond that.

Innovatrium

The Innovatrium works with large, complex organizations to develop the organizational culture and competency needed to manage and lead innovation. We are a unique innovation development center located in Ann Arbor, Michigan that combines a community of world-class thought leaders and practitioners, a collection of integrated methodologies for developing new business practices, a proving grounds for innovation projects, and an idea lab dedicated to the development of highly practiced leaders who can make innovation happen in their workplace. Think of it as Juilliard for innovators.

The Innovatrium's programs are based on the principle of See One, Do One, Teach One (SODOTO), where action learning and mentoring take center stage, much like the training of physicians. In order to become a real innovator, you must run innovation projects and learn from a Master Innovator. By training these highly practiced innovators who can collaborate with each other, share best practices, change organizational processes, and train the next generation of innovators while developing radical innovation products and services, we are creating an organic innovation engine inside the organization that can produce sustainable growth.

Watch how the SODOTO method is used to develop capability at www.innv.at/actionlearning1 ▶

TEACH ONE 3
ADVISE PROJECT TEAM LEADERS

DO ONE 2
FACILITATE PROJECT TEAMS

SEE ONE 1
WORK ON PROJECT

Innovatrium Faculty: Jeff DeGraff

Jeff DeGraff got his nickname, *The Dean of Innovation*, because of his influence on the field. He is a Professor at the Ross School of Business at the University of Michigan. Jeff's research and writing focuses on leading innovation. He is co-author of several books including *Creativity at Work*, *Leading Innovation*, and *Making Stone Soup*. His public television program *Innovation You* introduces his ideas about innovation to viewers across America. Jeff's opinions on contemporary business matters are covered by *NPR*, *Forbes*, *Fortune*, and *The Wall Street Journal* to name a few. He has consulted with hundreds of the world's most prominent firms and has developed a broad array of widely used innovation methodologies and tools. Jeff is a popular speaker at top venues including *TED*. He founded a leading innovation institute, Innovatrium, with labs in Ann Arbor and Atlanta. He was a member of the executive team at Domino's Pizza when it was one of the fastest growing businesses in the world in the 1980's. You can follow Jeff on his syndicated columns in Inc. and LinkedIn Influencer.

" **Our system is built on the idea that every organization has within it the ability to solve its own problems.**"

– Jeff DeGraff, Professor, University of Michigan and Founder of the Innovatrium