

TEI 024: How to Create an Innovation Culture

Speakers:

Chad McAllister

Braden Kelley

Chad: Hi, this is Chad. Everyday Innovators, thank you so much for listening again and learning more about product management and innovation with me. If you're already involved with product innovation, you likely know of the website, Innovation Excellence. It is the home of the global innovation community that provides connection and conversation among its nearly 30,000 readers. This site was co-founded by my guest, Braden Kelly. Braden is also a speaker and executive trainer. He is an author with a growing list of innovation publications. Braden, thanks for joining me and the everyday innovators who are listening.

Braden: Thank you, Chad, for having me.

Chad: Delighted to be here. I'd like to start by getting a little background on Innovation Excellence. That is a site I found some time ago and I found the blog posts to be really informative. How did that come about?

Braden: It started back in 2006 as my personal blog. The readership really started to grow overtime just using some of the things that I'd learned from doing online marketing from a site that eventually became part of [inaudible] [00:01:17] com. It started to take off and it started to seem wasteful to only have my voice on the blog, so I started to invite people in to share their thoughts and opinions about innovation on what was then called, "blogging innovation". It continued to grow until it finally grew to the point where I decided it was prudent to invite in some external partners to take it to the next level. That was back in 2011 when I invited in [Rowan Gibson](#), [Juli Annister](#), and [Dean Debias](#) to create innovation excellence. Innovation excellence started in 2011 and it has continued to grow. We have nearly 30,000 members in our LinkedIn group and we receive over 100,000 unique visitors every month and serve up over 150,000 pages. If you believe Google Analytics or if you look at our server, it's much more than that.

Chad: That's a great audience. And what a good story. It grew out of your own personal efforts. Along the way you invited others to contribute and now, it is the place to go to for information about innovation.

Braden: We do our best to make innovation insights successful for the greater good and accelerate people's innovation efforts.

Chad: I would say you're being successful because when I stumbled across it through my own pursuits of finding a site online to look for innovation information and specifically for my space product innovation, I was really pleased with what I found there. I appreciate you putting that out there. For any everyday innovators listening, if you haven't checked it out already it [InnovationExcellence.com](#). I know one of the topics you've written about in the past is

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innovation culture and that is something I would like to dive in deeper with you. I spent a good deal of time talking with organizations and a lot of organizations are talking about this topic and if it is something that they recognize as important to them. They also recognize that it is not something they are particularly good at and it's not part of their culture. Why are organizations not getting better at innovation?

Braden: I think that the trouble that organizations face with innovation is that there are a lot of different barriers that they can run into in making innovation a sustainable capacity in the organization and a repeatable capability of the organization. That's really what my first book, *Stoking Your Innovation Bonfire*, was all about. It was about helping companies identify and remove barriers to innovation and there is a lot of different barriers that people can run into and the biggest is probably the mindset of innovation as a project. A lot of people stumble into innovation because they get into trouble in the marketplace and start facing increasing competition and an accelerating pace of change. They turn to innovation in an attempt to have innovation bail them out and they do so on a project basis. Maybe they fund a single "Hail Mary" attempt to save their company and if they're successful, they like to do it again. But because they pursued it as a project and didn't take a structured approach to building a capability inside the organization, it is tough for them to do it again.

Chad: Yeah, I've seen that sort of thing happen a few times too. When it's viewed as a project, and it might be successful the first time, it usually gets assigned to some group in marketing or the like, and they get controls put around it and more aversion to risk is incorporated. But as a result, they sort of kill off what was started there. Have you seen that sort of thing too or have you had different experience?

Braden: Yes. I think that because most companies' innovation is in a project mindset, once they succeed in that project then they don't know what to do with innovation afterwards or how to use it again. They don't know how to set up the environment for continuous innovation.

Chad: Very good. Let's dive into the innovation culture specifically. What are the keys to building an innovation culture and making this not just project-based but rather something that is inherent to the organization?

Braden: One of the major keys to remember is that innovation inflicts change on the organization. If you want to make innovation a sustainable capability of the organization, you need to increase the capacity and capability for change in the organization. The organization needs to get better at being able to change quickly and to absorb change faster within the organization. They should also embrace change and understand that because the world is always changing around us, we also have to change the world within. One of the first places to start is to build your own change muscles and then to inject more of a shared understanding of

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what is innovation into those muscles. The first step is to focus on the basics of culture change. There's a lot of different models out there. A lot of people are fond of the John Kotter model with the eight steps of establishing a sense of urgency, creating a guiding coalition, developing a change vision, communicating the vision for buy-in, powering broad-based action, generating short term wins, never letting up, and the eighth is incorporating changes unto the culture. That's a good high level model but there's a lot of great frameworks and interesting tools out there and I'm currently working on a second book focusing on the best practices and next practices of organizational change. But it will also introduce a new change planning toolkit that I've developed that is designed from the ground up with the mindset of trying to get everyone on the same page for change. That's one of the most challenging things for people. How do you organize change efforts and how do you instill a greater change capability within the organization? As you start to do that, you really start to lay a strong foundation for sustainable innovation.

Chad: Okay. So you're working on a book, which means this is an opportunity for me to get you back in a future interview so we can dive into what you'll put together in that toolkit. You said the first step was a culture change. There must be a framework here. How many steps are there involved in building an innovation culture?

Braden: There are about five key steps. Focusing on the basis of culture change is the first step. The second is to build a common language of innovation. The third is to go ahead and create a connected organization. Four and five are to find out who is really passionate about innovation and who wants to make it happen. The fifth is probably the most important and that's the fact that innovation is a team sport.

Chad: Okay. Let's run through these a bit. You already talked about the basis of culture change a bit. Are we ready for the second step?

Braden: Sure.

Chad: Okay. You said the second step was building a common language of innovation. What's involved in that?

Braden: I think if you were to get 20 or 50 different people in a room and ask them to define innovation in any organization, maybe two or three out of a hundred organizations will give you the same definition because they've created a company-wide definition for innovation and everybody knows what it is. But in most organizations and in most groups of people, when you collect them together and you start asking them how they define innovation, if there is 20 people, you will get 20 different definitions. That's going to make it very difficult to innovate successfully because you have different people pulling in different directions as they're trying to

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achieve what they think innovation is. And so the first step is to define what innovation means for the organization. Of course I have my own definition. The way I like to define innovation is that innovation transforms the useful seeds of invention into widely adopted solutions valued above every existing alternative. There are a couple key elements to that definition. One is the difference between invention and innovation. Another is the difference between useful and valuable. The final key hidden within that definition is the fact that value is crucial to innovation. I identify three sources of value in my value innovation framework. We probably won't go into that today. The first place to start is to define what innovation means and then you want to build a vision strategy and goals for innovation in much the same way you plan a vision strategy and goals for your organization. Ideally you'd like to have some intersection points between the vision strategy and innovation goals and your corporate strategy and goals.

Chad: Yeah, we expect to see some alignment there where the innovation strategy is supporting the business strategy.

Braden: Yes. The final element for building a common language for innovation is to start to think through what kind of infrastructure you want to have in place to support a sustainable innovation capability and to make sure that is why they understood and implemented as well. So a lot of different organizations that have gone down this path—whether it's whirlpool or others—have built an infrastructure to support innovation because getting ideas is the easy part. It is scaling these ideas that is much harder. If you don't have this infrastructure in place to support the scaling of the best ideas that are backed by truly differentiated and unique customer insight, then you'll never get to the end goal, which is to achieve innovation. You might end up with interesting ideas and you might get part of the way down the path and come up with some useful inventions but you'll never get all the way to the end and truly launch valuable innovations into the marketplace.

Chad: Lots of things going on there that we can dig into and spend a lot more time that we don't have right now. But there are some key things I want to quickly pull out. In your definition of innovation, you made the distinction of offering value above alternatives. I think that is an important thing to remember. If we're going to develop a new product and it's just like everything else—a "me too" product in terms of parody—we're not really offering new value to the customers. Above the alternatives is really called out on value and I really appreciate the emphasis there.

Braden: I think it highlights the fact that you have to replace something. I think too often people will come up with an interesting idea and turn it into a useful invention but they don't have any competition or anything to displace. The truth is—although we may not want to admit

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it—that there is always something to displace. Even if there is not a product or service in the market, there is always the “do nothing” solution.

Chad: Exactly.

Braden: People always have the choice to continue to do nothing as a solution.

Chad: Yup. Absolutely. I also thought the alignment with the business strategy is important. This is being driven through customer insights who highlighted that also. We’re getting the ideas through customer involvement and insights from them.

Braden: Yes, that is crucial. If your idea isn’t grounded in a unique and differentiated customer insight, then it’s not going to lead to a unique and differentiated product or service that is going to deliver that value over and above any existing alternative.

Chad: Exactly. But when it comes to infrastructure, what have you seen in terms of organizations really trying to make innovation part of the culture as a whole so that innovation is spread out across the organization. First is create an infrastructure that is centered in one group that is somewhat responsible for the innovation for the organization.

Braden: I think the organizations that do it well create the definition, they create the vision strategy and goals centrally, they define a methodology for innovation that will be useful and will in some way define a methodology for product management, project management or other business disciplines. They tend to have a small [inaudible] [00:14:37] whose main responsibility is to help spread the love or spread the religion and make tools available to people to help them be more successful in innovation and to do so in a common way across the organization. But then also, they tend to set up the training, the finance, and the metrics to support the innovation [inaudible] [00:15:06] to support the scaling of insight driven ideas.

Chad: Okay. Centralize the initial development of what innovation means to the organization and then fuse that across the organization.

Braden: Yes. For example, Whirlpool has their I-Team spread across the organization and they have hundreds of I mentors spread throughout the organization. Intuit has a program focused on design thinking where they train people throughout the organization and use those people as resources to help as advisors on various innovation efforts. Figuring how to get people’s time in innovation efforts is another great challenge that people struggle with which is key to success. But there are some interesting approaches on how to solve that problem.

Chad: Okay. It sounds like it might be leading into the third step you mentioned, which was creating a connected organization. What does that really mean and how does that come about?

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Braden: I think that's where it starts—the genesis of an idea when you look at a person coming into an organization. Every individual has a set of skills abilities and talents that they bring into the organization. The only reason they come into the organization is because there is some intersection with the job description or set of job requirements. If there was no intersection, then they wouldn't get hired to do that job. But because there is an intersection, they get hired. But in most cases, if you think of a Venn diagram there is only a certain number of sections between the job requirements and the skills and abilities of the individual coming in to do that job. In the lesser organization, those extra talent skills and abilities go to waste. But in the organization in the future, people will have to think of how to design their organization such that overhang that usually gets wasted is engaged for the positive benefit of the organization. For that to happen, it requires greater connection within the organization where those talent skills and abilities that aren't being utilized in a person's main job have an outlet within the organization to achieve extra positive benefit for the organization in another way. It can also be extended because if you start to think about the people, there is also people outside the organization such as partners, suppliers, or even customers. These people have their own talent skills and abilities. Sometimes those also intersect with the job requirements of a particular job. The idea behind creating a connected organization is that there is all these talent skills and abilities in the world and within our organizations. Therefore, you want to try to figure out how to connect people and connect those talent skills and abilities to the work that you're trying to get done and the positive benefit you're trying to make through the world for the efforts of the organization. Cisco has an interesting program where it's an internal internship program where people around the organization create projects that people can come in and provide discreet help with. For example, I might be working in marketing but I'm interested in finance. Finance happens to be my passion but I did a marketing job for somebody one time and that became my career. I can do an internship in the finance department and help to achieve positive business benefit for the finance department within the context of my employment with Cisco. So I do my day job for marketing but a certain amount of my time is spent working in the finance department and figuring out how that allocation of time works. But it is part of my creative development program. Maybe overtime I will become a finance person even though I started as a marketing person. Now I have an outlet along with more talent skills and abilities to better the organization. That's just one example.

Chad: To me, it sounds a lot like the square pegs in the round hole, right? All of us somehow fit the roles that we were hired in for, but we also have other skills and talents that overhang, as you mentioned. Some kind of formal mechanism, like the Cisco example, is to take advantage of those skills and see how you can align them with the organization. Is this also like the accomplishment of Google and their 20 percent free time program where you can work on a project of your own choice for 20 percent of your work time?

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Braden: Kind of. It's too bad that they ended that and the myth lives on. It's funny how that happens. I still hear people stand up and do keynotes when I'm speaking at conferences and still using Google's 20 percent time as an example, even though Google doesn't do that anymore.

Chad: Right.

Braden: But Intuit does an interesting thing. I haven't checked back with them recently to make sure they're still doing it but they did a percent time where you requested it almost like a vacation. You can use a certain percentage of the time you've saved up and you schedule it with your manager. Then you disappear for a week or two, usually with colleagues to attack some innovation idea that you have. So it's not everybody doing percent time all the time, which for Google turned out to be in your free time. It's what I like to call an "Innovation vacation", although it's not a true vacation since you're still working. You're doing this in a way that makes it easier for the manager to cope with the loss from the day to day work. It's possible for HR to staff appropriately for people to be away from their regular work for a certain time to work on a project to develop an innovation idea.

Chad: That's the real challenge. I'm sure there are managers listening right now thinking they have tasks they have to get done and operations that are continuing which means they can't just ignore what's already in place. At the same time, how do you take advantage of those people who have additional skills that can be beneficial to the organization's objectives and give them the opportunity to grow in those areas as well?

Braden: Yes, and that is the gauntlet being thrown at the HR organization and I'll go ahead and throw it down. HR needs to take this as a challenge of figuring out how the organization confines time for innovation and take the active leadership role to help the organization staff cope with things like innovation and creative development through those talents, skills, and abilities overhang. In the end, will deliver more financial return for a public company and more charitable benefits for organizations in a charitable practice.

Chad: Some people seem to be more inherently wired this way. I tend to be the restless soul who will fulfill the responsibilities I have, but I'm always looking around to see where I can add additional value. Some people in an organization tend to be a bit more—I'm not sure if innovative is the right way to think about this—those who do want to apply their overhang, as you described it, to areas where it makes sense. The fourth step you talked about was identifying people in the organization who give a 'beep'—people who genuinely care about innovation.

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Braden: Yes, because some people are very comfortable in the status quo and some people are very good at executing day-to-day responsibility type occupational roles, while other people are what restless souls, as you mentioned, that are constantly looking to change things for the better. One of the ways to change innovative culture is to identify those restless souls that are looking to create the positive improvement for the company or for the customer—hopefully for the customer more than the company because that will benefit the company indirectly. This will harness them and give them the opportunity, tools, and the time to prototype and experiment and get things started that can eventually be taken over by the people that are more comfortable operating and scaling things. People very rarely are good at both. We need both skills and capabilities within the organization, but some people are very good at developing ideas and potential products while other people are better at taking those ideas, scaling them, and taking them around the globe to as many customers as possible.

Chad: It does seem like our existing management systems are much better at dealing with one of the two types of people more than the other type. Our existing management often do so well with that person that wants to exceed what they're typically responsible for and tends to think more innovatively. Does this go back to HR to push on the management systems to change this?

Braden: Yes. It also goes back to the overhang. When that overhang in a lot of organizations goes to waste, it doesn't necessarily go to waste completely. It just goes to different places. All these great startups that we end up with are the result of an overhang that was wasted within an organization. So the overhang wasn't respected by the organization which led to the overhang turning into a new company that the original organization gets no benefit from. At the same time, as we talk about building a culture of innovation, there's a framework that [Gary Hammel](#) originally started and I added to which I turned into my innovators framework within my book, *Stoking Your Innovation Bonfire*. It starts with obedience at the bottom and diligence, intellect, creativity, passion, and innovation at the top of the pyramid. The part that I added to is what you need to achieve that particular level of employee engagement. You pretty much get obedience, diligence, and intellect by paying people a salary. To get to those higher levels of employee engagement such as initiative, creativity, passion, and—ultimately—innovation, there's a lot of other things the organization needs to do to unlock those. To unlock people's initiative, you need to get people's respect; to unlock their creativity, you need to make people have trust within the organization; to unlock people's passion, you need to provide a sense of fun and purpose within the organization. To get to innovation, you really have to provide the insights and flexibility, which we've already discussed.

Chad: Very good. For those of you unfamiliar with [Gary Hammel](#), he is a leading management philosopher who talks about what management will be in the future of organizations and

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makes a strong case for how management is the number one innovation in the last 150 years, and without management, we would not have made any of the other accomplishments that we did make. Very interesting person to learn from. As you are talking about these people that stand out, [Abby Griffin](#), who gave us the voice of the customer terminology way back when? She led the book, *Surreal Innovator*. Have you come across that one before?

Braden: No, I haven't.

Chad: It does a good job if talking about a person that does stand out in an organization and how you can try to manage them. It has a good story of a gentleman at [P&G](#) that stood out and ended up doing great things there, but along the way he was fired at least once because of this problem that "you are not doing what you are supposed to be doing". Let's move on then. I think we are up to the fifth key. Did you call that a team sport?

Braden: Yes. The myth of the individual innovator should be killed. People love to talk about Thomas Edison or Alexander Graham Bell, Bill Gates or Steve Jobs. None of those people are those mythical one-man innovators. There is no such thing as a lone innovator. Innovation is a team sport. If you look at Alexander Graham Bell and Thomas Edison, they had whole labs full of people behind them. If you look at Bill Gates and Steve Jobs, they led whole organizations of people making things happen. Innovation is a team sport. A key to it is there are a lot of different roles to be played for successful innovation. That's why I created the nine innovation roles. There are a number of different roles that come together to make innovation successful. The key is to understand which roles you tend towards and which roles the other people on your team tend towards. Identify which roles are missing and attempt to find people to fill those roles, whether it be to ask people to step into roles that may not be their strong suit, or by inviting in others from the outside.

The nine innovation roles are the Revolutionary, the Conscript, the Connector, the Artist, the Customer Champion, the Troubleshooter, the Judge, the Magic Maker, and the Evangelist. I will quickly run through them. The Revolutionary is the noisy ideas person that is always trying to change things. If you have an idea in the management system, 90 percent of your ideas in there are from your revolutionaries. Then we have the Connector which are the people that know where the resources are in the organization. They are the people that know what you may need to know and how to connect that knowledge to your innovation projects. Next comes the Artist. These are people that may not come up with a lot of ideas but they know how to make them better. The Customer Champion are the people that may live at the edge of the organization. They are a great source to go to about customer feedback. If you don't have a customer in the room, they are the best proxy to doing so. The Trouble Shooter are the people that love difficult problems and can help you fight through some of the big obstacles in achieving your successful

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implementation of your invention into innovation. Hopefully, they can find and fix the fatal flaw that every idea has. Next, we have the Judge. These are people that are good at stepping outside of themselves and can look at things objectively. They can help to identify the most logical and opportunistic ideas to develop. Number eight is the Magic Maker. These are people that are good at figuring out how to take your idea and make it real. The last one is the Evangelist. These are people that are really good at the value translation component of my value innovation framework. That means helping people understand how the potential innovation fits into their lives. But also how to sell it internally. Those are the nine innovation roles to quickly find and they all need to come together at various points to push the idea forward from insight to innovation through the invention phase and through the commercialization phase. But it's not a lone activity. There is no lone innovator. We all need to pull together to make innovation happen.

Chad: I would love to be the Magic Maker just because I love how that title sounds. I make magic. That sounds awesome. But you make an excellent point that it takes a team to do different things to make innovation happen. All these roles inherently happen in an organization. If you have a critical mass of people involved, these roles are already there. Isn't the problem more about harnessing them and getting them to move in the same direction?

Braden: Well what you will find in most cases is that when you evaluate your team, there will be some roles that are weak or missing altogether. Missing is the worst case, of course. If you evaluate your team—which is a good idea to do so—by identifying where you are weak or where you have roles missing, then you can take the opportunity to identify your solution to not so big a problem.

Chad: So it's about making sure you have the right people doing the right things at the right time.

Braden: Yes. And that you have the right roles represented at the right time.

Chad: Okay. I think a key point of that is that specific goals are important but that this overall notion that innovation is team sport and not up to a single brilliant, most creative person in the organization to innovate. But it is up to this group of people and roles performing different functions that actually makes innovation happen.

Braden: Yes. We talked about a couple of key things earlier that are relative. One of them is that there is a difference between scaling and inventing. There's also a very great difference in people and what they're good at. The amount of change that a true innovation is going to inflict on the organization. Let's take the iPod for example. When Apple decided to launch that, they weren't making consumer devices, they didn't have retail stores to give people a chance to

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experience something like the iPod that big box stores were doing a terrible job of telling people about. Neither did they have much knowledge of the music industry. They lacked many things, but they went out and acquired them and integrated them into the organization for the iPod to become an eventual success. It wasn't an overnight success. It took three years for the iPod to truly take off and part of that success was the making of a Windows version of iTunes.

Chad: Yeah, good example. It was that collection of capabilities that came together and, as you said, iTunes was the key to that as well because it made it easier to get that music onto the device. To summarize, we went through five steps. First, the culture change has to take place. But when that language of innovation to understand what innovation really means inside the organization along with the elements, innovation visions, strategies, and goals, creating a connected organization. Identifying those people who care most about innovation. Between those two things I got the sense of making sure we use that overhang of people's skills wisely. Finally, making innovation a team sport. Those are the five keys involved in making an innovation culture.

Braden: There is a white paper on this, which is available on BradenKelley.com.

Chad: Great. I'll put a link to that directly in order to make it easier for listeners to find as well. This brings us to the point where I like to wrap up our interviews, which is to tie things together with an innovation success quote that you love and why chose that. What is one that you have that you can share with us?

Braden: I'd like to share two.

Chad: Two would be fine.

Braden: I occasionally make some of my own, so I'll share one of those. The other is from Sir Ken Robinson. One of the quotes that I created over the past few months that I thought was interesting and worth sharing is that sometimes we focus on the door that is just closed and miss the door that just opened. So that is my quote. I think that it's important because in the space of innovation where failure is abundant, it is so easy to get caught up in the fact that a project has been killed or customers didn't like it. But also in that moment, there is often something that we can learn that will lead to something even better and if we're so caught up in feeling disappointed or dejected about something that just failed, we will miss the opportunity to learn and to see something that the same people that are telling us no will lead us to a yes somewhere else. So that is one that I'd like to leave people with. Sometimes we focus on the door that is just closed and miss the door that is just opened.

Chad: Yeah, Braden, I appreciate you sharing that one because I think it's very important for anyone in life, and especially for innovators, when we face a failure or something that didn't

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work the way we expect it, that that is an incredible learning experience. One of my favorite proverbs is that you'll fall down seven times and get up eight. It's that notion that something didn't work the way you wanted but you can still learn from that and keep moving. Your quote captures that really well. But you had another one for us.

Braden: Yes. The other one is from Sir Ken Robinson who is a big proponent of educational change. His quote read, "The question is not how intelligent you are, but how are you intelligent?" The reason why I like this quote is the fact that it captures the fact that everybody is intelligent in their own way. Everybody has something to offer. The key is to try to figure out what that is. What everybody is really good at and harness that.

Chad: Absolutely. Sir Robinson speaks often on education. He has these wonderful twists. I haven't hear this quote before and I appreciate you sharing that. The key is how are you intelligent? It's not the most innovative person necessarily the most intelligent. It might be the person that just pays attention to things in a different way than others do.

Braden: Yes. Usually it's somebody that identifies the connection that the experts miss.

Chad: Very good. Thanks for sharing those with us. Just to wrap up, what is one key thing that you want to leave listeners with that you might be thinking more about how to create this innovation culture? Also, how can people follow the work that you're doing now?

Braden: Okay. Well for the first one, I will have to say that if you are wanting to create an innovation culture and move beyond a project mentality within the organization, the first thing you have to do is commit. The reason the most organizations fail to create an innovation culture is they don't commit to it. It's not something that you say. It is something that you do, and it's something that you do over an extended period of time. It's actually something that you don't stop doing. Unless you're willing to start doing something that you're not every going to stop doing then don't start. How people can continue to keep up with what I'm up to is they can go to BradenKelley.com. That's my website. They can follow me on Twitter, where I Tweet as @Innovate. They can follow me on LinkedIn as well, which is [LinkedIn.com/in/bradenkelley](https://www.linkedin.com/in/bradenkelley). There are lots of different ways to follow me. I am working on a new book called, *Best Practices and Next Practices of Organizational Change*. That's the area that I'm most focused on now because innovation is all about change. I want to introduce some new methods to make it easier for people to cope with the accelerating pace of change. That will be captured in my change planning toolkit as well as in the book I am writing for Paul [inaudible] [00:40:47] that will be released in January of 2016.

Chad: Very good. Will I be able to follow up with you in January so we can talk about what you learned in putting the book together?

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Braden: That would be great. I would love to share with your audience.

Chad: Great. I got the commitment on the recording. We're set. Braden, I appreciate your time. Thanks for walking us through the topic of innovation culture and how you put innovation culture in place. Once again, everyday innovators, thank you for listening to this. If you are finding this valuable, please help other innovators discover this also. The best way to do that is to go to iTunes and subscribe to this podcast. It just makes it easier for others to find this as a search based on how iTunes ranks things. Also, if you want to connect with me, theeverydayinnovator.com is a great place to do that. Braden, thanks again for your time and sharing all your experience in innovation culture.

Braden: Thank you, Chad, for having me.