

## TEI 131: Charting change for product managers

Host: Chad McAllister, PhD

Guest: Braden Kelley

[00:00:00] Welcome to the Everyday Innovator podcast, for product managers and innovators. Your host is Chad McAllister, helping product managers become product masters. Listen and get ready to take your area to the next level.

**Chad:** [00:00:20] Hi this is Chad, your host. Each week I help product managers build better products and become product leaders. I call that product mastery and you are on the journey to product mastery by listening to this podcast. Further, the Product Mastery Roadmap will show you what it means to become a product master and how you get there. Download the roadmap for yourself at the same place where you'll find the show notes for this episode and that's [www.theeverydayinnovator.com/131](http://www.theeverydayinnovator.com/131). Now, as product managers and innovators we are often at the center of change. That's because our work involves creating something new which itself has changed. Further, we need to persuade and influence others to change their perspective at times and help embrace our ideas for building better products. Now sometimes the change is small like a new feature to a product. Other times it's really large like acquiring another company. Adding change management tools to our product management tool boxes wise which is why I'm bringing to you the one and only creator of the change planning toolkit. He also wrote the book *Charting Change: A Visual Toolkit for Making Change Stick*. And he is a recurring guest. Back in Episode 024 he discussed five keys to developing an innovation culture. His name is Braden Kelley and in addition to being a speaker and executive trainer he has helped numerous organizations increase the revenue and cut their costs through the creation of innovation strategies, organizational change, and improved organizational performance. I'm glad to welcome Braden back and discuss change with us.

**Chad:** [00:01:56] Braden, welcome back to the Everyday Innovator podcast.

**Braden:** [00:01:59] Thank you, Chad.

**Chad:** [00:02:00] I had to look up--it's been over two years now since we talked. Wow. That time has gone by quickly and and even busy sense then yeah. Back in 2015. Way back on Episode 024 we talked about innovation culture. Since then you've put together a lot of materials addressing change and change management and how we go about planning change. So it was time to get back together with you talk about change some.

**Braden:** [00:02:26] Oh great yeah. I've been beavering away creating all kinds of great tools for people to use around innovation and change.

**Chad:** [00:02:33] Yeah a lot of tools and I'll ask you later how we can get a hold of some of those because a lot of valuable tools you have. When it comes to change, product managers and innovators sit at that hub of change because everything we do involves something new. You know I came across before thinking of innovation. It's been expressed as in a new way, right? Innovation is fundamentally about doing something new because of the nature of it. And that means that we're going to have some change involved. And anyone that's been involved in product management and innovation knows that we've run into people and basically I think most of us are wired this way that we don't naturally jump up and down excited about this possibility of doing something new and different. In organizations there tends to be a general resistance to change. So I thought that would be a good place for us to start. Can you address that notion of resistance to change that happens?

**Braden:** [00:03:26] Sure I'd love to do that. I'd love to contradict a lot of the popular wisdom out there in this area and there's other places in the book where I challenge conventional wisdom around some of the generally accepted kind of best practice ways of thinking about change and that concept that people are resistant to change I think is false. And I think that is it is damaging to the opportunity for people to make change. It's not true that people resist change. People resist changes

that they don't like or that they don't want. I'll illustrate that with an example. So Chad, next week I want you to drop everything and come out here to Seattle and go out in my backyard and pull all my weeds. How do you feel about that? Are you ready to come out and do it?

**Chad:** [00:04:12] I'm afraid my next week is already scheduled, Braden, but I appreciate the opportunity you presented me with.

**Braden:** [00:04:18] Now let me let me tell you a different thing. OK Chad I want to drop everything next week I have this amazing opportunity. I know the people at Disney. And next week if you can be in Los Angeles I can I can have you on one of the Disney properties in a suite with all expenses paid, early admission to the parks, access to things behind the scenes that people rarely get an opportunity to see. Do you think you can do that?

**Chad:** [00:04:43] Wow. That's a really kind offer. What day should I be there?

**Braden:** [00:04:47] And now both of those are change right?

**Chad:** [00:04:49] Both are changing my plans.

**Braden:** [00:04:52] Completely changing what you're planning to spend the next week. One you are resistant to because it's a change you don't want. And then the other one is a change that you're excited about. So I think that one of the the key deltas as we look at change is whether the change is creating fear or whether it's creating excitement or curiosity, because curiosity and excitement will create energy for the change and fear or disorientation will cause resistance to that change. So if we find that we are running into a situation where we're facing resistance we have to try to look for opportunities to change that that fear into excitement.

**Chad:** [00:05:35] You know that sure sounds simpler than I think it actually is. And you wouldn't have this entire change planning toolkit if it wasn't not so simple. Right. So you get people on board with this exciting new vision that you want to paint with the change.

**Braden:** [00:05:53] Yes. No it's definitely not easy and it depends on what the change is and it depends on the culture that you've created within your organization and the cultures that are the most positive and beneficial and healthy and tend to run towards innovation or those cultures where the organization has started to make change something that people want rather than something that they resist. And people start to want change when they feel like they're having the opportunity to make a difference, to create positive change, to make things better for the customers, to make things better for themselves, to make things better for the world. You know, all those opportunities to make things better. And to be part of making things better are going to find a lot less resistance than than those things that are going to strip people of their expertise, that are going to strip people of their power, that are going to strip people of their sense of comfort or stability or those other kinds of things and so it's definitely not easy. And that's why change requires planning and that's why 70 percent of change efforts tend to fail and oftentimes poor planning and not having the conversations upfront that are most crucial to determining success or failure are what lead to the 70 percent failure number. So if you want to have fewer failures then you need to invest more time in the upfront part of change and that's the planning part. And that's that's why I created the change planning toolkit was because as I looked around the marketplace and as I was being tasked with more and more change initiatives as part of my job whether that's you know a little c change of a project to a big c change of you know a merger and acquisition or something like that. You know, I got really tired of staring at a blank Word document on a project server and trying to figure out where it where to start.

**Chad:** [00:07:56] That 70 percent number that you shared, eye-opening, right? That more than two thirds of change efforts are resulting in failing. And there's something that we can do about that to get our hands around that. And you just you talked about this notion of big C-Change and little c change. I think for the individuals involved that a little c, a project level change can be a big change in their world. Even certainly, you know, if we're going through a merger acquisition that's a big change for the organization, a big change for everyone involved. That change since tends to hit people differently.

**Chad:** [00:08:32] And I know in your book that you've shared, Charting Change A Visual Toolkit for Making Change Stick, you talk about this notion of humanizing change because it impacts us differently. We all respond to change but let's get at that and enter into that discussion as to how to how do we actually humanize this change and make it more personal to people?

**Braden:** [00:08:51] Well I think that where we have the opportunity to do that is anytime that we look to make the change planning process more visual, more collaborative, and to utilize some of the things that we've been learning in other areas of business that it's much more impactful when we move away from where documents and emails and things like that and get people in a room and get the sticky notes and the markers out and put things up on the wall and start making something happen even if it's a sentence at a time. It's kind of much the same as you know writing a book or something like that. It seems super scary when you try to think of it as sitting down in front of a typewriter and having to write the whole thing in one sitting. But as you start to you know create an outline and start to populate key thoughts and different sections of the outline and then start to write a paragraph and then another paragraph and then suddenly you're making progress and suddenly you start to create momentum and if you find good ways of maintaining that momentum based on your personal characteristics then before you know it the whole thing is done and you know we've kind of seen the popularization of things like the lean startup approach and Agile and the business model innovation canvas and all these different cameras types approaches.

**Braden:** [00:10:18] And the reason why those things tend to resonate with people is they seem more doable than sitting down in front of a blank Word document and they're more social than sitting down by yourself in front of a blank Word document. And so the change planning tool kit leverages those kinds of approaches, leverages the learnings we've had from Agile, leverages the things we've learned from things like lean start up and lean and other methodologies and utilizes those and builds upon them to get people talking and to try to do everything we possibly can to make the conversations occur that are most likely to derail a change initiative or to derail a project somewhere down the line, make those happen upfront. Rather than having them hidden like an iceberg waiting to sink our effort later on. And so the change planning canvas at the center and then there is a whole series of frameworks and worksheets in in the book and that are explained and that are a part of the toolkit. They go around to help people dig into all the different areas that are going to be important to successfully execute planning and executing a project or planning and executing a change initiative.

**Chad:** [00:11:44] And I'd like to dive into some of that specifically with you. You mentioned this collaborative notion of change and collaborating using visual tools helps get people kind of on the same page in a sense. I think it's important to recognize that we all approach change individually from different perspectives and as you were talking it made me think, several years ago in an organization we we're going through a rather significant change in how we position ourselves to the marketplace.

**Chad:** [00:12:11] For my perspective it just made sense, like this was, seemed like a natural evolution from what we were about but apparently not all of the people in the organization were on the same page and they they had us get together, they brought in these special facilitators and we

worked in small teams for half a day developing a picture basically of what this looked like. My individual perspective was this is a huge waste of time. I'm already on board and we're moving. But people are at different places and it seemed to really help some people to kind of work through it together, what this change would mean to everyone. Just that collaboration helps to understand the different perspectives and helped me to open up my eyes to how people are thinking about this in different ways. So being able to collaborate and those visual tools are certainly helpful. So product managers as I kind of teed this up in the beginning, we deal with change, we're often at the center of that. So your toolkit would be a good thing for us to have in our tool box. Could you take us through the key steps that are involved in effective change? And also if you have a graphic that I can share I'll include that in the show notes for people listening so they can kind of see the steps in a visual form too.

**Braden:** [00:13:26] Sure, and then maybe we can circle back around and talk about kind of some of the human elements of change and on a couple different frameworks that are highlighted in the book around how people are different and how you can try to harness those different types of individuals to be part of the process. Well as I look at change and some of the ways to approach it there's a couple of key areas that I like to focus on and some frameworks that I included. One is architecting the organization for change and it really all starts with the fact that the change begins not with the idea to pursue it, but with the changes in customer behavior and the changes in the marketplace that are occurring and how those might influence your strategy. And that's where it begins, inside your four walls. From that strategy determine how you want to architect the business, what are the capabilities and competencies that you're going to need to have as an organization to execute upon that strategy. And every time you revisit your strategy and make changes to it that often times makes changes to your business architecture which then creates a whole portfolio of potential changes that you need to execute to create those capabilities and competencies or to improve them.

**Chad:** [00:14:51] Braden, sorry to interrupt you. I was curious about an example there of that connection between strategy and business architecture, how business architecture might change, might evolve, based on a change of strategy.

**Braden:** [00:15:05] Sure. So if you just look at a simple example that most people understand, so when Apple pivoted their strategy to move from selling computers to selling other kinds of electronic devices like say the iPod, that required them to develop a whole new set of capabilities and competencies around consumer electronics, around music, around subscription-based services and other kinds of things that are linked to the whole iPod ecosystem that they did not have before. And so that change in strategy forced them to rethink their business architecture because of those new capabilities and competencies that they're going to need to have which then is going to trigger a whole cascade of change throughout the organization. You know, they're going to have to figure out a way to create those kinds of services from a legal perspective, from a finance perspective, from an HR perspective, because they're going to probably going to have to go out and hire people with those kinds of expertise that they don't have inside the organization now. And so there is from any change in strategy it's going to cascade all the way down the pyramid. And you know below the business architecture level is that whole portfolio change initiatives are going to come out of those those changes above and those are typically going to fall into two buckets: innovation or operations. So in much the same way that people pursue operational excellence they can also pursue innovation excellence. But again, we're still talking about change initiatives cascading down through the organization. And so that's going to require planning. It's going to require management. It's going to require leadership.

**Braden:** [00:16:56] And then I like to break change down into three major components and one is kind of the the traditional project component, project planning, project management and then also

kind of your traditional communications planning and management. But then there's this other component of behavior planning and behavior management. So, with these things that we're undertaking that are new and that we either need to get better at or that we need to start doing that we're not doing now, what are the behaviors that we need to start having or to change within the organization and how are we going to plan and execute on that. And then with that there's always a series of tasks and deliverables and things like that and that falls in the project bucket. And then of course we have to talk about it and make sure that people understand it and know how to do it and all of that falls into the communications part. And if you do all those things well then the change succeeds. But then of course you need to maintain and make sure that it sticks and that it continues to stay adopted and that people continue to stay bought in and that you continue to evolve and make it better whatever the change was that is now part of your new status quo. So that's kind of how things cascade down.

**Chad:** [00:18:23] And Everyday Innovators, it will be helpful if you are listening and looking at the show notes at the same time so you'll see that graphic and it does look like a pyramid. Start at the top with strategy, moving through business architecture, change portfolio management, and the other things you just went through Braden. So, elements of this I'd love to tease out, even maybe some I'll think of them as short cuts to try to get change moving more quickly. For example I've heard of CEOs be successful when they frame change maybe in terms of a pilot or an experiment. I can simply say you know we're going to try this for six months and if it doesn't work then we'll discuss going back to what we had or discuss doing something different. But I think this is good for us to try. Will you agree with me to support me on this and we'll give it a good honest try for six months. What have you seen for helping to set up change like that?

**Braden:** [00:19:18] Well, I think that that one made me a little queasy as I heard it, because if somebody says they're going to try this for six months and I'm resistant to it, it's like OK, I just have to wait it out for that.

**Braden:** [00:19:32] And then there's a lot of different ways to approach the leadership of change. And it can be kind of that collaborative approach, but then you know there's also the sort of top down approach and you know there's a lot you have to kind of determine whether you're going to push it from the top or whether you want to try to work with people to make it happen. But I think now might be a good time to pull in some of the the mindsets that you might want to harness to make change happen. Because I don't like the Let's try this. I do like let's do this in a particular part of the business and then make a plan for scaling it. I think that's better. But testing, just saying something we're going to try for a few months over the entire organization I think people kind of wait it out.

**Braden:** [00:20:26] But I think as you look at the different people across the organization you're announcing a change. One of the things that I created in the book was the eight change mindsets that you can harness for success. I'd like to kind of run through those really fast. The first one is the mover and shaker. And these people you know you want to give them the chance to be first, and with all of these it's kind of like how do you, there's lots of different ways that people think about a given change or just the kind of person that they are and to try to engage as many people as possible thinking through these changed mindsets and what kind of person somebody might be, might help you understand their motivation and help you understand how you can try to pull as many people into the boat as possible and create that momentum and that tipping point where then the rest of the people want to be part of it too. And so the mover and shaker are the people that wanted to be first. They hear about a change and they want to jump on board because they want to be first. But then you have the thrill seeker. These are people that like to try new things and to experiment. And then number three is a mission-driven people. So these people want to do things for a purpose and so to pull these people into the boat you need to give them reasons to believe. They need to understand

how this is going to make things better and why they should believe in it. And then number four is action oriented. These people just want to know what needs to be done. They like to get things done and jump out there and make things happen.

**Braden:** [00:22:03] And so give them the list of things do and they're going to start checking off the list. Then there's the expert minded people. These are people who like to master things and be the expert that people go to. And so if you teach these people the new thing then they're going to really dive into it and try to master it, so that people can look to them to be the masters and these people actually could be some of the people that are the strongest resisters to change if you don't help to engage them in this way because they may be the masters and are the experts in the old way and they are afraid of losing that position. And so if you empower them by making them masters in the new way too, then you can pull them on board. Number six is the reward hungry people. And these are the people that it's good to have the training for, it's good to have a certification for, a certificate that they can put up on their wall in their cubicle so that they feel like they've achieved something and being part of the change. And then seventh is the team player and these are the people that are happy to help if you show them why the change will be helpful. They like to help and if they know how to help then they're happy to jump in and help people and pull on a oar. And then finally you have the teachers. And these are the people that can help spread your change because they they like to help others understand something new.

**Braden:** [00:23:34] And so those are kind of eight different mindsets, eight different ways that people might be thinking as you start talking to them about the change. And if you make a plan for how you're going to engage these different mindsets then you're much more likely to start turning resisters into supporters. And and I think to move things forward towards the success that you're hoping to have.

**Chad:** [00:23:57] As you're going through those some of these, like the mover and shaker, is kind of that early adopter, and the thrillseekers likes to try new things, and I was thinking of the project lifecycle map how we introduce a product and how we expect the marketplace to adopt it and go through growth and maturity. You kind of pull people into different stages of this change cycle. In your eight, these all had positive aspects to them, that there's not a laggard in there right that there's not the person who says Yeah I'm going to drag my feet as long as possible. But there's those people.

**Braden:** [00:24:33] I would say those people are usually the people that you found a way not to connect with them. Or the change is not interesting to, it doesn't excite them or it challenges their personal sorts of power or knowledge or other things the most. So, the laggards are people that you definitely need to look for. In the toolkit I do have another model that kind of links to exactly what you're talking about. And where I sort of label it as the strong supporters, the tepid supporters, the disaffected, the passive resisters, and the passionate resisters. The passionate resisters are those laggards that you referred to and it's kind of your typical bell curve and I call it the five change reactions. And in the toolkit there is a worksheet that you can put up on the wall and start putting some names to it and trying to identify the key people that fall into each category and the people that you need to move to the left and you're not likely to move somebody from being a passionate resister to a strong supporter right away.

**Braden:** [00:25:45] But you do want to have a plan for how you're going to move a passionate resister to maybe a passive resister or a disaffected. You want to move as many resisters to at least disaffected. And then how you can move the disaffected up into the supported categories. And in my little thing that you can try to use has the two thirds of the people in disaffected or passive resisters. Passive resisters are people that are not actively trying to convince other people to be resisters but they're resisting by themselves. And the disaffected are people who just don't care, and

so you don't want either of those categories to be very large but often times at the beginning those are the two largest categories, so you want to make a plan for how you're going to move people from those two categories to the left. And so that's what the the five change reactions worksheet gives people an opportunity to do in the tool kit.

**Chad:** [00:26:47] We can talk so much more about this because change management is really important. It hits all of us as product managers and innovators and is personally interesting to me because I run into issues with it. But I want to focus a little bit. You mentioned the three major areas of project planning, behavior planning, and communication planning and when you talk about those five change reactions and those eight change mindsets, I'm imagining that there's a strong link back to behavior planning here and what are those first steps that one might take to try to change the individuals involved, change their actual behavior so that they can start embracing the new vision, start going down that path that leads to the new vision.

**Braden:** [00:27:30] Yeah and I think it begins by, in my mind, starting to understand who is most likely to fall into those categories that are going to either be disaffected or are passive resisters or even you know active resisters. And then start making a plan for how you're going to move them to the left. What are the mindsets that people are likely to have in those categories and what is your plan for trying to create a positive outcome for those people and to harness those mindsets to pull people to the left. And so that's where the behavior planning and the behavior management comes in, in support of your overall change management. And that's you know probably the most one of the most important areas and one of the most difficult and it's going very the most based on the kind of project and the kind of culture and the kind of context that you're operating within.

**Chad:** [00:28:33] And to get this change moving, when we started the discussion you characterized this well in terms of there's something going on in the marketplace, the business conditions have changed. We're not doing change for the sake of change. And I like how you place the emphasis on responding to a new opportunity, something that will help us be more successful as an organization or a new project that will help us to contribute to our success. And so there's a reason why we're taking this change on. When we look at the other change management methodologies that are out there, a lot of them emphasize this compelling vision. What is it going to be like in the future after this change. How do you talk about that and how do you tie that into your toolkit?

**Braden:** [00:29:18] I think I'll throw in a quote that I like that helps to kind of be on topic here and that's that "nobody cares what's over the horizon unless you send back some pictures and a map of how to get there." So I think that that is why communication management and planning is so important is that you have to try to figure out what's going to resonate with people around telling that story and what are the keys segments. You have to approach it with your marketing hat on and do some targeting and segmentation as part of your communication planning. What are the different messages you need to tell to what different groups of people in order to start getting their support. And you know part of what the purpose of the whole change planning toolkit is for and especially the change planning canvas is to try to give people a collection of artifacts and help to build a more collaborative process so that you get the right people involved. You figure out who the right people are as early as possible and invite them to your change planning session so that you can start to build a buy in from day one and the alignment from day one and with the proper artifacts and the right transparency then you do have some things that will help keep people aligned.

**Braden:** [00:30:45] And if you build a plan that's focused on not on quick wins which I think are a dangerous way to focus but instead on making a plan for momentum and building and maintaining momentum and that's often times where agile principles come into play then that's going to greatly increase your chances of success because you're going to pull the right people in upfront and you're going to think through who those right people are going to be. And those people are going to be part

of building the plan. And so the issues are the resistance that they or the people that work with them would have most likely presented later on in the process hopefully will come out earlier in the process and you'll have an ability to have those conversations that you need to have, work through those challenges that you need to work through, so that before you begin execution that you hopefully have the alignment that you need to be successful and you've figured out the right cadence to maintain the right level of momentum and the right pacing to avoid the change saturation problem and and move forward towards success.

**Chad:** [00:32:06] It's so much more powerful when you can get the people involved that will be impacted by the change, collaborating over how to bring this change about. You immediately get buy in from the people that you need it from those that are the ones that are impacted and have to actually carry the change out. So turning this into a collaborative exercise exploring it together is really really wise. I was curious in your research and your experience with organizations when you put together the change management toolkit, about the impact of your immediate manager in this process, because you know there is this saying that people don't work for organizations they work for a manager. In some cultures you will have the all employee meeting and the CEO will come out and share something new for the company and employees, even though the CEO said it, employees go, I don't know if that's really going to happen or I don't know if I believe it until they talk to their manager and kind of take their guidance from the manager. It seems like that immediate manager role has a lot of influence into what individual employees actually believe and what they pursue and what they might spend their time on. What have you seen and how does that come into this whole change management problem.

**Braden:** [00:33:20] Well I think that when we talk about change there's a number of different roles that people tend to take on and there's, in my first book I created the nine innovation roles and I'm a big believer in roles based approaches to getting things done because you know it's not necessarily about personalities or whether you're innovative or not or whether you're creative or not or anything like that. It's more what are the roles that need to be filled through us to be successful in executing this thing that we're trying to make happen. And so there are influencers as one of those roles. There is also authority figures and sponsors as one of those roles and endorsers and supporters as another role, evangelists and storytellers so just in those four roles, that's four different types of people that are influencing whether or not somebody is going to buy into a change or not. And you know there's obviously other roles as well. But I think that a lot of different people including the immediate manager are going to have an impact on whether a change is going to be successful or not. And that's why up front you want to think through who should be part of your change planning process. Who are those people that are going to have the most impact on helping a change proliferate. And one of the tools in the toolkit happens to be a change ripple worksheet. And you know it kind of starts with the central question of what. And then it looks outwards from there towards a series of people. And for each one of those people it's asking the question you know where should you try to talk to them, when you try to talk to them to try to pull them into the change effort of helping the change succeed. And then who do they talk to, how many people do they influence, and why are they going to want to support the change. So it kind of helps you plan out how a change might not virally spread but consciously spread throughout the organization. And who are you going to try to influence and how are you going to try to influence them to support the change. And how is that going to cascade out throughout the organization.

**Chad:** [00:35:49] Yes so much of this is I think of it as creating the blueprint for the change that you want to have happen. And just thinking through what are the right dominoes to start putting in place and locking down to make this possible. And you've collected a series of tools in your change planning toolkit, these worksheets and canvases, to help us think through that and so appreciate that contribution. You shared a great quote a little bit ago and as listeners know I always like to wrap up with an innovation related quote and that might have been the one that you wanted to share too. But



I'm going to ask you again anyhow. Do you have an innovation quote for us. And why did you choose that one.

**Braden:** [00:36:29] Well that was the one of the ones that I was going to share but I'll share another one. "True innovation requires that you consciously leave the bread crumb trail behind for others to follow and come join you." And the reason that I'll share that one is because there is a huge difference between invention, creativity, and innovation. They're not all the same thing. But we oftentimes talk about them interchangeably. And the reality is that creativity creates something useful in. I mean not useful. Creativity creates something interesting. Invention creates something useful and innovation create something valuable. For innovation to occur an invention has to transform the useful seeds of invention into widely adopted solutions valued above every existing alternative. That's my definition of innovation. And this quote links to that from the standpoint that it's only an innovation if a bunch of people throw away their current way of doing something and replace it with this new one.

**Chad:** [00:37:38] And that could be a topic of a whole other interview here, thinking of creativity, invention and innovation. But that's a good quote. Can you share the quote one more time? I want to be sure I got it right.

**Braden:** [00:37:49] Sure. True innovation requires that you consciously leave a bread from trail behind for others to follow and come join you."

**Chad:** [00:37:57] Excellent. So get other people on board. Which ties back to our change management projects too. So very good. Thank you, Braden. And for our listeners to find your change planning toolkit and the related Charting Change book that you've created, how can we find out more about that?

**Braden:** [00:38:15] Sure. So to find the change planning toolkit, people can go to my website, bradenkelley.com if you throw on /CPT for change planning toolkit that will jump you right to the page. So bradenkelley.com/CPT. If you go to bradenkelley.com/dit for disruptive innovation toolkit, currently building something similar for innovation based on numerous requests from people that I've done training workshops and keynotes and other things for around the world. There's still kind of this hunger for, OK I understand that theory. How do I put this into practice. What are my tools to take this to execution and to execute with excellence. And so one of the first tools you'll find if you go to bradenkelley.com/dit is a series of free downloads that includes the experiment canvas which is a canvas that helps people move away from this failed fast mindset to learn fast mindset and gives people a tool that they can quickly use during their prototype and iteration phase to identify how they're going to measure learning and to pursue learning and what their hypothesis is and what they're trying to test and what they're trying to learn. And other key items all in one place print it and get it on the wall and get their sticky notes out and get busy because I'm just really tired of hearing about oh you've got to fail fast because you can learn from success just as much as you learn from failure and that if you don't plan for learning you don't you don't get it. So I think the key is to have hypothesis, to test those hypothesis, do experiments, to prototype, to iterate and you know all these things from design thinking and all these things from good new product development processes. But to pursue them with learning as the key thing and to do that upfront, figure out where you're trying to learn through each each cycle.

**Chad:** [00:40:17] Excellent. So bradenkelley.com/CPT for the change planning toolkit, or /dit, which includes that experiment canvas that you just talked about. That's wonderful, thank you for sharing that. And I know you have free resources at those sites and the book also no doubt is on Amazon for Charting Change and I think you have some free downloads related to that at the same sites you just gave out especially the /cpt one.

## TEI 131: Charting change for product managers

Host: Chad McAllister, PhD

Guest: Braden Kelley

**Braden:** [00:40:53] Yes, there's 50 tools in the toolkit but there's 10 free downloads available all the time and then people that buy the book get access to 26 of the 50 tools so once you buy the book then contact me via the contact form and I can send you the additional tools that book buyers get and that includes the change planning canvas.

**Chad:** [00:41:13] Excellent. Braden, thanks for the information and the resources that you shared today.

**Braden:** [00:41:17] No problem at all Chad. Thanks for having me on.

**Chad:** [00:41:20] Thanks so much for listening. Please tell other product managers and innovators about this podcast. I make that easy. Just go to the show notes for the summary of the discussion and all those good resources that Braden shared and you'll find the links at the top of the page to share this podcast on your favorite social media sites. Also from the same page, you can download the product mastery Road Map that shows you how to go from product manager to product master. All that and more is at [www.theeverydayinnovator.com/131](http://www.theeverydayinnovator.com/131). Keep innovating.