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Catherine Rutter, Group Operations Change Director, Lloyds Banking Group

BUILDING A CULTURE OF INNOVATION

A practical framework for
placing innovation
at the core of
your business

CRIS BESWICK
DEREK BISHOP
& JO GERAGHTY



EXECUTIVE SUMMARY

"Clear practical steps to embed a culture of innovation and an enjoyable read. This is a really practical guide for any organization aiming to put innovation at the centre of its business strategy. It does what it claims to do; defining a culture of innovation and giving some easy to use tools within a six-stage framework to make the journey successful. The concepts and tools in this book are clear, practical and easy to use – it will help to make innovation central to your strategy."

Irene Stark, Group HR Director, ATS Euromaster

"To read this book is just like sitting down for a chat with the authors who share years of experience wrapped up in a single book, in a conversational style, punctuated with concepts, perspectives and leading case studies along the way. A useful touchpoint for leaders who know that innovation is critical for business success and are navigating this cultural journey."

Sarah Salter, Group HR Director, Northumbrian Water

"I found the book to be one of the few that look at life as it is today – too many management books still look backwards. All the examples quoted are current and the topic is definitely the number one issue facing all business areas today. A great book that I will definitely recommend to any change professional or business leader responsible for keeping their business current."

Catherine Rutter, Group Operations Change Director, Lloyds Banking Group

"Building an innovation culture into a business is a huge opportunity for many organizations. This book builds frameworks which can help navigate us through the innovation journey, how you create the culture and build momentum through trust and empowerment of teams. It recognizes many of the big hurdles, such as getting the right people into the organization and the barriers that get built to slow down or prevent change. A valuable insight that can help many of us go on these change journeys to create the next generation organization for our businesses to succeed in the future."

Stephen Shurrock, CEO, Telefonica Global Consumer Group

"Building a Culture of Innovation provides a real world examination of the issues around innovation and culture that large companies are grappling with in the light of rapidly changing consumer behaviour and emerging competition. It provides a structured and pragmatic approach to embedding innovation capabilities in to organizations."

Duncan Mosely, Director of Corporate Development, Prudential

“Does the culture of your organization enable innovative thinking, or prevent it from taking root in the first place? Too often, leaders fail to recognize that the innovation they seek simply isn’t possible within the framework of the current culture and that becoming more innovative requires changes in unexpected places. This book addresses that issue, making it a valuable and relevant work on the topic.”

Colin J Browne, author of How to Build a Happy Sandpit

“What makes this such a vital read is that it’s not just another innovation book but an essential practical guide for anyone who is looking for the framework to move from talking about innovation in the workplace to actually making it a reality. The pioneering organization is transformed by leadership that can lead on innovation, managers who then manage innovation and a community that are more effectively engaged in the culture of innovation. The authors clearly have an abundance of hands on experience across this innovation value chain and draw on this to deliver a digestible and practical guide for practitioners at all levels.”

Andrew Grahame, Co-founder, Mr & Mrs Smith Hotels

“In a time when everyone is talking about innovation, it’s clear that not enough business leaders understand the difference between invention and innovation or between innovative people and an innovative organization. Sustainable innovation can only be achieved by embarking on the journey towards a culture of innovation. This book serves as a useful guide for what will always be a long and difficult adventure. Providing frequent, practical tools, case studies and helpful commentary, Building a Culture of Innovation will ensure that more of us arrive at our destination in one piece.”

Andy Hedge, Global Director of Learning and Development, Xchanging

“There can be few business leaders who aren’t wrestling with the challenge of how to create or re-energize the innovative DNA of their organization. Delivering the demands of today and at the same time ensuring that you can remain relevant to and meet the demands of your customers tomorrow has never been a more challenging leadership issue. There’s no single route or magic formula to achieving an innovative culture any more than meeting any other business challenge, but there are key components requiring leadership attention and Building a Culture of Innovation surfaces and explores these dimensions using some refreshing and insightful real life examples to help bring the theory and concepts to life. It’s proved to be a helpful reminder that leadership persistency and having the right people capabilities and mind-set are a constant. With plenty of nuggets to take away and think about how to apply to your own cultural environment I am sure it’s a book I will keep coming back to for a refresh.”

Mark Howes, CEO, AXA Direct Protection and Director, AXA PPP healthcare

"Building a Culture of Innovation superbly underpins the value of innovation being driven from the engine room of business culture as a commercial differentiator. Everything about this book is practical which makes it essential reading for both HR professionals and business leaders continuously adapting to growing regulation, digital advancements and new generations of consumers. Using case studies, best practice insights, stakeholder strategies and frameworks – it's a useful refresh to those already making progress or to identify future growth opportunities."

Beth Robotham, Head of Business Development, Bupa UK

"Right from the outset Building a Culture of Innovation helps demystify innovation and how to embed it into the culture of the big, complex corporate company. It helps set innovation, and even the very definition of it, in the context of the individual organization and most importantly helps outline how to measure innovation itself as well as, and more importantly, your progress along your innovation journey. It's a refreshing change from the usual innovation books that reinforce why we need to innovate, this time the authors have shown us how to communicate innovation, engage people in it and ultimately, make it happen."

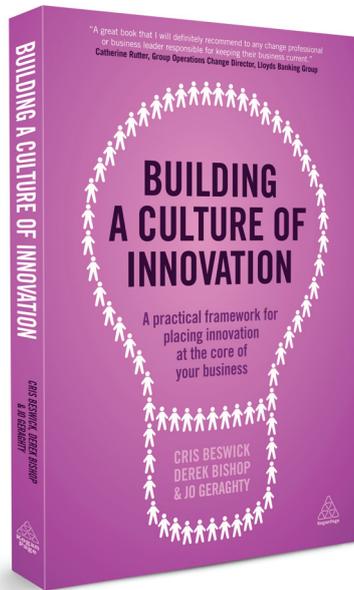
Nikki Wray, Delivery Director and Head Of People Faculty, QinetiQ

"Innovation, the Holy Grail to which the majority of forward-thinking organizations aspire, has at last been turned into an understandable and very readable step-by-step guide to creating a culture of innovation. Make no mistake, this is not a prescriptive 'one size fits all' model for creating a culture of innovation and the challenge to achieve it is certainly not for the fainthearted, but what the authors set out to do (and achieve) is to provide clear direction and simple models through which there is a clear journey for any organization to follow in order to move towards creating an innovative culture."

Dr Sue Waldock, Group HR Director, The Rank Group Plc

"A highly useful practical guide to develop a culture of innovation in your business. Very clear and straight to the point. It will prove invaluable to practitioners who strive to change their organization for the better. The authors offer an exciting vision and, at the same time, provide a step-by-step approach to manage change. This book will have a high impact on its readers."

Prof Reinhard Bachmann BA MSc PhD, Chair in International Management, SOAS, University of London



Building a Culture of Innovation

A practical framework for placing innovation at the core of your business

Cris Beswick, Derek Bishop
and Jo Geraghty

Authors



Cris Beswick spent over a decade as a successful entrepreneur in the design industry and now works globally as a strategic advisor to CEOs and senior teams on the strategy, leadership and culture required for innovation.



Derek Bishop has over 20 years experience of leading people and delivering business results in high volume and complex environments both as a customer service leader within financial services and as co-founder of Culture Consultancy.



Jo Geraghty has over 15 years experience working in change management and behaviour change both as a head of HR for Goldman Sachs France and Switzerland and as co-founder of Culture Consultancy.

Background

Working with clients across a broad spectrum of business, the authors were receiving the same message over and over again: innovation culture was increasingly being seen as one of the prime differentiators and drivers of business success; but whilst there were plenty of surveys highlighting the importance of innovation, there was very little information about how to transform organisational culture to embrace innovation.

Drawing on their combined expertise in the field of innovation strategy, design thinking, culture change, employee engagement and leadership development, the authors set out to provide a practical six-stage framework which will help leaders to build a culture of innovation within their organisation. The book also draws in examples and case studies from a wide range of businesses, all of which are designed to illustrate the way in which innovation theory translates into the delivery of game changing solutions.

Purchasers of the book are also provided with online access to extra material including templates, worksheets and white papers which are available to download. The authors intend to add to this material over time with further resources including webinars and videos.

So you think your organisation innovates?

It's easy to think that you're innovating; after all you've asked a few individuals or even an entire department to come up with some ideas. You may have even come up with some new products or some new ways of doing things, but the chances are that you probably aren't innovating. True innovation is not just about patents or products; rather it seeks to deliver a profound change in attitude and approach throughout an organisation.

So the first challenge for business leaders is to stop seeing invention and innovation as the same thing. Invention seeks to build on existing knowledge in order to make something new or different whilst innovation seeks to create lasting synergies and solutions which solve genuine problems, add real value to the customer and drive growth for the creator. As such, invention may be restricted to the few whereas building a culture of innovation requires organisation-wide changes in approach, thinking, attitude and behaviour.

If we are looking at complete organisational culture change, is building a culture of innovation a cost effective approach? We would say unequivocally yes, and the UK's Department for business innovation and skills would seem to agree, commenting in their 2014 innovation report that 'innovative businesses grow twice as fast as non-innovators and they are also less likely to fail.'

This is only one of a number of reports from global consultancies and governmental, regulatory and other organisations throughout the world, all of which points to innovation not only being a game changer but actually being the saviour for many organisations. So why has innovation suddenly become such an intrinsic part of business thinking and strategic focus?

Let's start with the global digital age which has levelled the playing field to a dramatic extent. We now live in an era of homogeneity in which every business, large and small, potentially has the same level of access to products and technologies. Small businesses and entrepreneurs are bringing speed and agility to the marketplace and disruptors can come from anywhere across the globe.

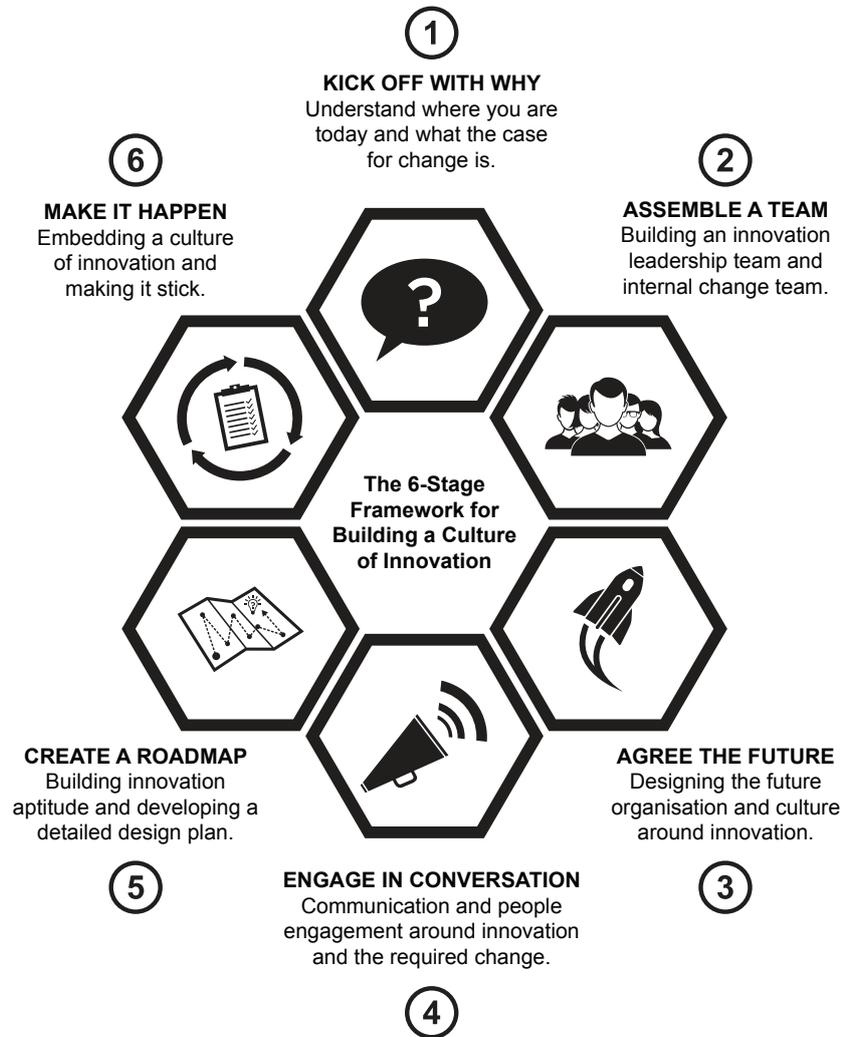
This is challenging larger, more established, organisations to reinvent themselves, to harness the power of intrapreneurs by creating a workforce as capable, agile, empowered and engaged as that seen in entrepreneurial businesses.

But the global digital age has also brought the millennial generation and generation Z into the arena. Diverse and technologically savvy and with a worldview which looks for meaning; these generations expect their chosen brands to interact with them, to deliver experience allied to social responsibility, inclusivity and sustainability. Interestingly, these generations have also given rise to the idea of hyper-localism, embracing products and services which deliver personal or local meaning within a global marketplace.

With people looking for meaning and organisations looking for differentiation, the solution is to deliver next-generation innovation organisations which set intelligence, collaboration and adaptability at their heart. This requires organisations to really get under the skin of their customers in order to understand underlying drivers, to collaborate with other businesses, experts and research institutes in order to deliver solutions; and to do so in an adaptable and fast manner.

In short: innovation has moved from being a nice to have to being a strategic imperative which transforms organisations and enables them to become market leaders and shapers of the future. Invention belongs to the few, innovation draws everyone in to developing genuine solutions. Building a culture of innovation requires senior leaders, teams, business units or entire organisations to embrace the Next Generation principles of intelligence, collaboration and adaptability.

The six-stage framework for building a culture of innovation

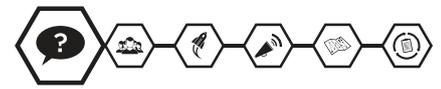


Where am I?
Each chapter starts with a progress bar showing which stage you have reached in the 6-Stage Framework.

Designing the future

04

Unless you are skimming this book at random, by now your innovation journey has taken you from an appreciation of the importance of innovation in 21st-century business and onwards into developing an understanding of where your organization sits on the innovation spectrum today. Above the next section in the table and words of an innovation



Understanding where you are today

Finding himself lost in the countryside a driver spots someone leaning on a gate and stops to ask for directions. After a long silence and a thoughtful stare at the sky the answer finally arrives: “well if I was going there, I wouldn’t be starting from here.”

This rural myth perfectly sums up the reason why so many change attempts fail. Quite simply, if you don’t know where you are at the outset, how can you hope to devise a strategy which will take you to your optimum destination? So this first step in the innovation roadmap is about understanding and defining the starting point, assessing the current organisational culture and examining how different levels of innovation maturity and employee engagement can affect planned innovation implementation.

Before we go too far, let’s answer the obvious question – why can’t we simply buy in innovation. Well you can, but only if you see innovation as being the preserve of a single department or division. But building a culture of innovation seeks to create an innovative mindset across an organisation and you aren’t going to do that if you’re confining your innovation efforts to one area. More importantly, when the internal innovation capability is not only undercapitalised but actively suppressed and yet employees see energy, enthusiasm and funding being directed towards external innovators, the logical conclusion is a fall in employee engagement and a growing resentment towards the leadership team.

Building understanding of the organisation’s current innovation capability requires firstly a cultural assessment and secondly the identification of the current level of innovation maturity within the organisation. The initial cultural assessment examines leadership, management, people and external influences in order to develop an understanding of the enablers and inhibitors of the current culture. Taking this one stage further the innovation maturity assessment builds an understanding of the different levels of innovation maturity across the organisation and acts as a benchmark for developing an understanding of the people, skills and behaviours which will be needed to achieve your innovation goal.

Having developed an initial understanding the next stage is to start to look at developing an innovation strategy. And we’ll start with a note of caution. Innovation strategies vary from organisation to organisation so

trying to emulate Google or Apple simply won’t work! Creating long-term sustainable innovation requires a balanced portfolio of activity across the areas of incremental, ‘differentiated’ and radical innovation.

However, the usual focus is somewhat polarised! At one end of the scale is activity around continuous improvement aka incremental innovation as the organisation will already be doing activity at that end of the scale. The next focus is usually then at the other end of the scale. A quest for radical innovation is the name of the game for most, yet very few bare the fruits of that labour. This polarised focus creates a kind of innovation paralysis, with numerous people contributing to high numbers of tiny incremental changes/tweaks on a daily basis and a select few contributing to one or two high level, strategic ‘radical’ leaps forward. The paralysis is manifested in the middle of the organisation and in the middle of the innovation scale i.e. no focus around activity that helps shift the needle but that doesn’t need specific senior involvement or high level investment and that isn’t radical but isn’t incremental either. It’s usually customer driven innovation, focused on unearthing and solving genuine problems with a view to providing a solution that demonstrably differentiates the organisation. Hence, we call it ‘differentiated innovation’.

At this stage to it is worth asking the question as to the extent which you want/are prepared for your organisation to change. For example, a start-up business which is looking to be agile and innovative may give greater weight to radical innovation than a longer established business which is seeking to retain its existing customer base. However, it is important that this latter business does not purely concentrate on incremental innovation or it will be overtaken by disruptors. This is also the stage at which you start to develop the shape of innovation within the organisation, looking at ownership of the innovation agenda, the risk reward mix and the effect of innovation subcultures.

In short: The danger with buying in innovation is that you never get chance to grow your own internal capabilities or to disseminate innovation ideals across the organisation. Taking time to understand your starting point by carrying out cultural and innovation maturity assessments and creating a strategic plan and focus on the right innovation mix is vital if you are to develop a strategy which is right for your organisation.



Building an innovation leadership team

Now we have an understanding of the current state of the organisation it is time to move on and design the future. But before we do so it is time to pay attention to one of the key factors which will define innovation culture change success or failure. That factor is the building of an innovation leadership team. We start with a warning: if it's not on the top team's agenda, it's not going to be in the future culture.

Quite simply, if the leadership team aren't in complete alignment with the innovation vision and strategy then there is little hope of it coming to life at the heart of the organisation. And here we're not simply talking about board unanimity in agreeing the new strategy and the direction of the culture change, every individual has to personally accept the innovation ideal in order for it to become part of the day-to-day norm. That means taking ownership, accepting risk, being prepared to see failure in terms of a learning experience and setting innovation intelligence, collaboration and adaptability at the heart of every decision.

It is also important that the innovation leadership team isn't solely drawn from the C-suite. If you want a culture of innovation to permeate the entire organisation then you need to appoint innovation champions at every level of the organisation. But this doesn't mean that collectively board members can step back and devolve responsibility to others. The overall strategy and direction needs to have a guiding force at executive level, with innovation leaders at all levels in the organisation driving forward day-to-day change. So, it's important to understand the different approach leading an innovation focused culture requires and assess the extent to which those new skills and behaviours need to be developed.

At this stage it is also worth considering what other factors may be required in order to enable a culture of innovation to take hold. These may include building digital capability, reviewing existing partnerships and establishing an early dialogue with regulatory bodies. This is also the time to be clear on the way in which you want to make your innovation strategy your own.

There can be a concern that collaborating widely may lead towards convergence rather than differentiation. This is far from the truth. When you innovate in order to create game-changing products, services or experiences, the end goal is still the longevity of your organisation allied to customer delight and investor confidence. You are creating a strategy which is right for your organisation and that will deliver differentiation. However, this also means that you cannot simply take someone else's strategy and apply it to your organisation. Every business has a unique culture, a unique level of innovation maturity and a unique end goal. So whilst using ideas as a catalyst is good business practice, copying an innovation strategy from another organisation will only lead to disaster.

In short: if it's not on top team's agenda, any attempt to build a true organisation-wide culture of innovation will end in failure. Leaders have to be prepared to change their mindset so they think innovation, live innovation and breathe innovation into every decision. The innovation strategy has to be aligned with the organisation's own unique position in the marketplace.



Designing the future

This third stage of the innovation journey enables the leadership team to build on the understanding of where the organisation sits on the innovation spectrum; moving on to shape the organisational vision, values and competencies/innovation aptitudes which will act as the bedrock for inculcating and embedding change. At this stage the method of change delivery can be mapped out; considering the balance between phased introduction, the use of a dual operating system or organisation-wide instantaneous change.

We are now on one of the simplest yet most challenging phases of the journey. In effect, this is the moment in which the organisation needs to move out of its comfort zone and clothe understanding with action. So let's start with the vision. A good company vision has to speak to the heart, to inspire and to provide a goal which will challenge people to greatness. Common themes which define a good company vision include brevity, individuality and clarity. Above all else it has to be engaging, enabling employees to believe in it and to align their hearts and minds with it.

Moving on we then translate the vision into values, building on the initial culture assessment work and determining the way in which the values should sit within the vision and strategy. Beware here of the elephant in the room, the espoused values which are so ingrained that it could make or break the transformation. For example, if an espoused value is accuracy at all costs then it will never sit easily within an innovation culture which sees failure as a learning point.

The final stage looks at translating values into innovation aptitudes. These will differ from organisation to organisation but generally for a culture of innovation will include collaboration, customer experience and problem solving. At this stage too, the importance of employee engagement cannot be underestimated. We look further at engagement in the next chapter but for now, suffice it to say that only with employee engagement firmly at the front of the agenda can a successful alignment strategy be created.

Engagement will also play a part in deciding how the innovation ideal is to be cascaded into the organisation. One operating model which is increasingly resonating with business is the dual operating system proposed by Dr John Kotter.

This system enables core business activity to carry on inside the box whilst innovation activity takes place around it. One of the advantages of this system is that by moving people regularly between the traditional hierarchy and the change network, the shared knowledge base expands, creating enhanced awareness which feeds into further opportunity for change.

But this is not the only successful model. Smaller and more agile organisations may well decide to adopt innovation across the board whilst multinational corporations may prefer to cascade innovation across departments or key projects, gradually expanding the innovation influence until it infuses the entire organisation. Whichever model is chosen, ensure that you keep the core reason for wanting to build innovation capability at the forefront of the planning process. This will keep you firmly on the pathway to delivering your optimum innovation mix.

In short: When moving from strategy to vision, values and innovation aptitudes ensure that they are in tune with the innovation ideal. Beware the elephant in the room which could undermine innovation efforts. Never underestimate the importance of the customer relationship and keep employee engagement firmly at the front of the agenda.



Communication and people engagement

In previous chapters we have alluded to the importance of cascading innovation leadership across the organisation and of keeping employee engagement at the forefront of strategy delivery. However, the majority of the work carried out so far has kept innovation at the top table. That's all very well but you are not going to have an innovative organisation unless you take innovation out into the organisation.

So this is where leaders take the organisation on the journey which they themselves have just completed. Of course, this journey is simpler the second time around with the pathway mapped out, barriers anticipated and overcome, and the strategy clarified; but simply presenting it to your employees as a fait accompli is the quickest way to rejection.

The key to success here is to remember that collaboration and empowerment sit at the heart of a culture of innovation. Engaging your people in developing their own thoughts, views and opinions on how the vision can come alive, encouraging them to design the translation of the vision into actions and behaviours will start to open up the path towards innovation.

Whilst some organisations will already have high levels of employee engagement, successive reports have revealed a less than ideal level of employee engagement across the globe in all sectors. So what can you do to boost employee engagement, without which your innovation plan will fail? We recommend using our 4Es methodology which is designed to align people behind an organisations change initiative and focuses on educating and engaging people in the change and then empowering and enabling them to act.

We've mentioned before that a culture of innovation cannot be confined to the top table and therefore it is important to cascade innovation leadership across the organisation. The people who will do this best, who will help to ensure that the change ideal not only touches the organisation but also becomes embedded in it can be described as your i-agents (innovation agents). Drawn from any area of the business and even outside the business as external collaboration becomes the norm, your i-agents will not necessarily be team leaders but they will be people who naturally affect the approach and behaviour of those around them.

They can take your message out into the organisation and lead the assimilation of the innovation ideal.

When we are talking about taking the message into the organisation it is appropriate at this stage to highlight the importance of a communication and engagement plan. Your message should be clear, concise, consistent, continuous and congruent. Know your audience, choose a mix of communication approaches and ensure that any message is backed up by the personal approach and behaviours of the leadership team and i-agents. Apocryphally it was Bernard Shaw who said 'the single biggest problem in communication is the illusion that it has taken place'; a reminder to all communicators about the importance not only of shaping the message but also ensuring that it has been received.

In short: Culture change is not about the shiny new values on the lobby wall, it is about what you do with them, your actions and behaviours which will make the vision come alive. If you want intelligence, if you want collaboration and adaptability and above all engagement then communication leads the way. Successfully taking your message out into the organisation requires the deployment of i-agents who will engage and influence those around them.



Building innovation aptitude

In chapter 4 we looked at defining a high-level roadmap, starting to structure the way in which leadership teams can guide the organisation towards a more innovative future. In this chapter we delve more deeply, looking at how systems and metrics and people can aid in the transformation.

We start with a reminder; there is no one-size-fits-all solution when you are looking to deliver differentiated innovation. However, when building innovation aptitude, leaders would do well to keep the innovation mix, operating model, current and future anticipated behaviours and management aptitudes to the fore.

With that in mind, let's start with the effect which leaders have on innovation aptitude. Quite frankly leaders (and their organisations) get the innovation they deserve. So if you don't do anything, you'll get nothing; but if you do something, even if you don't get what you aim for you will get a return which might even be a game changer. It is therefore up to leadership teams to open up ideas and mindsets to the potential which can come from looking at problems anew. It is also up to leaders to draw external stakeholders, regulators, suppliers, customers and other third parties into the innovation mix.

But building innovation aptitude isn't solely the preserve of the leadership team. HR have a vital role to play in identifying i-agents, in providing training on innovation skills such as communication, collaboration, design thinking, in changing the risk/reward matrix as well as policies and the approach to recruitment in order to promote innovation ideals.

Other departments too will need to review their approach and practices in order to build innovation aptitude. For example, IT may be involved in systems development either to enable employees to collaborate more easily or to provide additional functionality which will enhance the customer experience. Similarly the finance function may be required to review how it allocates funds for projects, particularly as some of those projects will not come to a successful conclusion. And every department will become involved in process review; unravelling the tangled threads which clog up the system and prevent the development of innovative solutions. Here the most effective approach is that of starting with the customer and working backwards to the technology required.

When we are looking at building innovation capability we also need to be mindful about the need to measure success or otherwise. According to McKinsey more than 70% of corporate leaders tout innovation as a top three business priority, yet only 22% have set innovation metrics. It is true that the innovation metrics which you decide on at the outset are not likely to be those which you keep throughout your innovation journey. Be clear about the importance of gathering real time information in order to gain valuable insight into how you can improve your innovation process; but also be tough on eliminating measuring for measuring's sake. To a large extent your measurement will depend on your optimised innovation process, allied to your current level of innovation mix.

In short: If you do nothing you will get nothing. Building innovation aptitude requires leadership, vision and the early input from the HR team. Unless you put processes, policies and structures in place with a view to supporting the innovation ecosystem then your hard work will be in vain. Measure to optimise innovation, not to produce statistics.



Embedding a culture of innovation

...and they all lived happily ever after. Well no, that is for fairy stories. In the real world your hard work has only just begun. You now understand the value of innovation and you've put a roadmap in place for delivering innovative solutions via a culture change. This phase now delivers the future as the organisation grows in its level of innovation maturity and adapts to embrace the ongoing challenges of changing technologies and expectations.

For leadership teams the process of embedding change can be difficult, particularly for those who have traditionally instructed rather than empowered. This will really highlight the extent to which leaders have assimilated the innovation ideals into their own behaviour set.

One of the reasons why so many change programmes fail is that their introduction is too short, too sharp and too shallow. This can lead to a rushed introduction which is in danger of being viewed as simply ushering in a short-term tick box programme. So take your time, schedule a series of events and activities that reinforce the innovation ideal and make full use of your i-agents.

The next danger point occurs when the initial introduction is out of the way and the temptation is for leaders to move on to further development of the business. The solution here is simple. If the senior team are sincere about building a culture of innovation then all future development will be done within that culture; in other words with an innovation hat on. Demonstrating innovation in action, setting innovation at the core of every future development will speak to the heart more deeply than mere words can ever do.

At this stage to it is important to anticipate and overcome early stage challenges. These may include balancing risk within an innovation environment, complex systems implementation in order to deliver innovation initiatives and cost challenges. Along the way organisations should not lose sight of the importance of people in delivering ongoing innovation; delivering self-managed engagement programs, undertaking training and leadership development with a view to further strengthening innovation capabilities.

As innovation evolves so too does the leadership role, becoming one of guidance; suggesting and empowering and inspiring, as engaged and aligned employees collaborate in order to create real solutions which the organisation delivers with speed and flexibility. Every step forward opens the way to further development and models which seemed out of reach at the start become eminently doable as people and systems evolve.

In short: Building a culture of innovation is not a finite process. The initial preparation is merely the start of an ongoing journey. Be aware of the change failure points and avoid the temptation to make your introduction to short, too sharp and too shallow. Never forget the importance of people in delivering innovation as ultimately, Building a Culture of Innovation is all about people.

About the author..

Cris Beswick Innovation Strategist, Bestselling Author & Keynote Speaker.

Originally trained as a product & industrial designer, Cris spent over a decade as a successful entrepreneur & CEO building an award-winning strategy & design group.

He is now a strategic advisor on innovation, recognised globally as a thought leader on innovation strategy, leadership and culture and has helped some of the world's most ambitious CEOs, visionary leaders, Fortune 500 companies and Governments solve their most complex innovation challenges, develop game-changing innovation capability and build a culture of innovation.

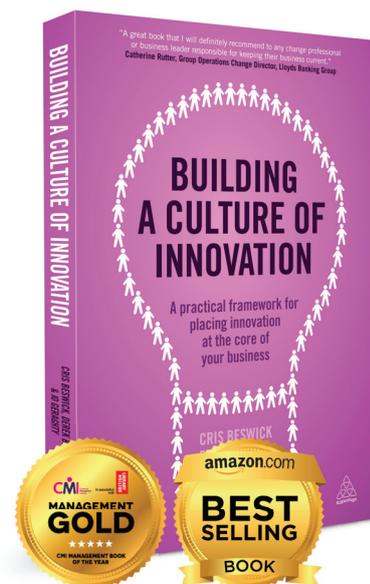
Based in London but working internationally Cris is a Visiting Fellow and Professor at several of the world's leading Business Schools and a regular keynote speaker at global innovation and intrapreneurship conferences.

Cris is also the author of two books on innovation, 'The Road to Innovation' and 'Building a Culture of Innovation', an amazon bestseller and voted one of the CMI's top books on innovation in 2017.

He is also the co-founder of innovation thought leadership website 'The Future Shapers', which brings together a global network of innovation experts, thinkers and practitioners to provide world-class perspectives on the challenges of driving innovation in a VUCA world.



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