

# A GUIDE TO CHANGING THE INNOVATION CLIMATE IN YOUR ORGANISATION



# ABOUT THE AUTHOR

Tess Julian is CEO of Catalyst Exchange Pty Ltd.

After at least 15 years in the field, Tess knows a lot about changing the innovation climate in organisations. Her interest in the area was sparked when she was contracted by the Federal Government to research what skills and capabilities people need to be agile and innovative. The published volumes for the VET sector are still in use today.

She used the research to develop interactive workshops that provide innovation and collaboration skills for every employee, not just the creative ones. Her passion and purpose is to make peoples' working lives more satisfying, while creating agile, successful organisations that attract and retain their employees.

For a while she specialised in open innovation and learned a lot about research, collaboration, start ups and technology. She worked here in Australia and internationally implementing systems for commercialisation and knowledge sharing between and within enterprises and research institutes.

However, her major interest is developing organisational culture so that all organisations—big, small, public, private, not for profit, manufacturing and services—can be part of the innovation age.

With the help of Allan Ryan, Executive Director of Hargraves Institute, the members and staff, she has set up Catalyst Exchange to roll out The Catalyst Approach, a practical approach to engaging everyone in innovation every day through collaboration, creativity and culture.

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# INTRODUCTION

Does your culture foster and recognise innovations and innovators from all levels and parts of the organisation?

Do you encourage experimentation in everyday work for everyone?

Is it easy to for all employees to implement new ways of doing things and doing new things?

This guide is for those who have learned that people—employees—are an organisation’s most valuable resource for developing a positive climate for innovation. That’s because they are close to the customer and the processes, they care about their work and the role they play, and they’ve got lots of untapped ideas.

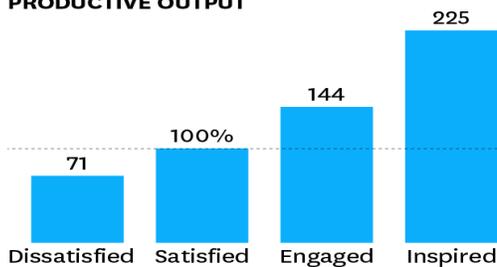
This guide will provide an overview of changing the innovation climate in your organisation by inspiring your employees to engage in innovation so you get successful innovation as well as enhanced performance.

## THE VALUE OF EMPLOYEE ENGAGEMENT

The challenge for most organisations is to reach employees and give them the ability, opportunity and motivation to innovate. Once employees see results from their ideas, they will become more and more engaged and inspired, so much so that innovating becomes part of how they work on a daily basis. That’s what we mean by changing the innovation climate. In a recent study by Bain and Company<sup>1</sup>, it was found that:

### Inspired Employees Are the Most Productive

#### PRODUCTIVE OUTPUT



SOURCE BAIN & COMPANY AND EIU RESEARCH, 2015

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*“If satisfied employees are productive at an index level of 100, then engaged employees produce at 144, nearly half again as much. But then comes the real kicker: inspired employees score 225 on this scale. From a purely quantitative perspective, in other words, it would take two and a quarter satisfied employees to generate the same output as one inspired employee.”*

The Catalyst Approach is a way to inspire employees in your organisation. It uses the principles of employee-driven innovation combined with a network of catalysts—the go-to people, the first listeners, the coaches—who reach out to their colleagues and help them participate in a positive way.

<sup>1</sup> Garton, Eric and Mankins, Michael C. “Engaging Your Employees Is Good but Don’t Stop There” [https://hbr.org/2015/12/engaging-your-employees-is-good-but-dont-stop-there?utm\\_campaign=harvardbiz&utm\\_source=twitter&utm\\_medium=social](https://hbr.org/2015/12/engaging-your-employees-is-good-but-dont-stop-there?utm_campaign=harvardbiz&utm_source=twitter&utm_medium=social)

## INSPIRING YOUR EMPLOYEES

Have you ever had a really good idea to improve your work or job role but didn't tell anyone about it? Why didn't you?

It might be because your organisation doesn't make it easy for employees. Yet it is now well accepted that employees are a rich source of ideas, and that helping them to implement change brings multiple rewards for the organisation and for the individual, as argued by a Norwegian study into their local practice:

*“Based on qualitative interviews with employees and leaders from 20 Norwegian organisations, we propose that employee-driven innovation (EDI) is an underexplored opportunity for sustainable development in many organisations. We find that the systematic introduction of EDI-practices increases organisations’ ability not only to exploit internal, but also external knowledge sources, and that this favourably impacts the capacity for innovation. Specifically, organisational introduction of diverse EDI-practices triggers learning processes which, in turn, result in a more general interest for improvement among employees, increased engagement in innovation processes in and across skill areas, and reduced opposition to change.”<sup>2</sup>*

What we mean by changing the innovation climate is encouraging all employees to own and participate in change and innovation, not just the elite few.

Employee ideas may be small and local or they may be ideas that can be scaled or replicated across the organisation. They may even result in a disruptive change.

An organisation that has a well-developed innovation climate that focuses on employees has:

- A clear strategy, values and vision that support it and is communicated well.
- Leadership and management that is committed and actively facilitates EDI.
- Processes that reinforce an innovation mindset but that also manage the risk of change.
- Internal and external networks to connect all employees to new and diverse insights.
- Resources to explore and implement good ideas.

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<sup>2</sup> Kåre Hansen, Leif Jarie Gressgård, Oscar Amundsen, Tone Merethe Aasen; “Employee-Driven Innovation in Practice—Promoting Learning and Collaborative Innovation by Tapping into Diverse Knowledge Sources”; *Elm*; 2012.

- A means to engage and motivate all employees so that they see the benefits for themselves.
- Systems that make contributing and implementing ideas easy and attractive.
- Opportunities for developing the innovation skills of all employees, whatever their role.

## FINDING YOUR STARTING POINT

Every organisation would dearly love to introduce a change program that renders them innovative and agile, like Google or Apple are said to be. The trouble is there is no such program. Changing the innovation climate is not one change, it's lots of changes that enable lots more changes to happen. You need to start with the fundamentals and build through trial and error.

In order to know how and where to start, your organisation needs to work out where you are now... what is your innovation maturity? This is important because if you introduce a new tool or method, put in place an ideas system and generate lots of ideas without having the fundamentals in place, they will fall down. Our innovation maturity and recognition system (IRP<sup>®</sup>) takes you through a process to help identify your organisation's strengths and weaknesses, and what your goals should be. This diagram is an overview of the levels we use, which are based on Darrell Mann's Innovation Capability Maturity Mode (ICMM).<sup>3</sup>

### RECOGNITION OF ORGANISATIONAL MATURITY

Level	Descriptions	IRP <sup>®</sup> Certified Trademark
5. Gold—Certified	Proactive and continuous improvement of the innovation process	
4. Silver—Certified	Innovation process mapped, measured and controlled	
3. White—Certified	Innovation process is mapped across the organisation and proactive	
2. Blue—Able	Innovation process is mapped for projects only and is often reactive	
1. Green—Starter	Innovation process is unpredictable, poorly managed and reactive	

<sup>3</sup> Mann, Darrell Innovation Capability Maturity Model (ICMM)—An Introduction; IFR Press

## GETTING LEADERSHIP SUPPORT

Leadership support is non-negotiable when it comes to changing the innovation climate over the long term. Very often we start working with enthusiasts who are further down the hierarchy. Their first job is to inspire their leaders to invest time, money and visible support, otherwise it's no go.

There are excellent arguments for engaging people in innovation, for example:

A literature review of 21 research papers<sup>4</sup> about suggestion systems maintains that 80% of an organisation's performance improvement potential lies in front-line ideas and focusing on incremental innovation. It provides a more sustainable competitive advantage for organisations. From lots of these ideas will come the step changes and from these will come the big disruptors. You need to build up your organisation's ability to implement small ideas before it can handle the big disruptors.

However, research also suggests that these approaches are not successful overnight, they may take a number of years to become a smooth process.

Given the pros and cons, how do you get your leadership approval? How do you present this to your leadership team so that they grasp the idea that there are huge potential outcomes but that it might take a while and require some investment?

Organisations that we have worked with focus on their employees to bring about the necessary change in climate, for various reasons, for example, they want to:

- Improve productivity.
- Improve staff engagement.
- Enhance their reputation as a good place to work.
- Become more agile, so that all employees can adapt to ongoing change.
- Tap internal sources of knowledge and ideas, and find big and small seeds for innovation.
- Build better internal collaboration.
- Optimise and maximise other initiatives, such as continuous improvement, design thinking, etc.
- Build the leadership skills within the organisation.

Whatever the driver is, you should think about making a persuasive case by:

1. Providing good, relevant data that shows how your particular problem can be addressed.
2. Using case studies from other organisations.
3. Providing an external speaker who can inspire the executive team.
4. Building in metrics from the start, so that you can show the progress you are making.

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<sup>4</sup> <http://www.innovationexcellence.com/blog/2016/02/18/11-unexpected-facts-about-managing-employee-idea-programs/>

# THE TEN STEPS TO INNOVATION CLIMATE CHANGE

Focusing on people to change the innovation climate might seem pretty straightforward, but our experience and the research suggests that it is easy to get it wrong.

The Ontario Public Service (OPS), the largest provincial government in Canada employing over 60,000 employees, established employee-driven innovation in 2006, and initially saw a considerable number of ideas submitted and implemented. Over time, rather than an increase in ideas, they noticed a steady decline in the quantity and quality of inputs. While there were pockets of innovation, it was not having the transformational effect that they had envisaged. They realised that their program was founded on the drive to innovate rather than the crucial foundation of embedding a culture that supports innovation. They switched gears.

*“Many times, we are too eager to pump finances and resources into “innovation directives” with the expectation of immediate returns on those investments. While many “quick wins” and short term outputs can be accrued, innovation is not likely to be sustainable, and in reality, the true objective of re-orienting the organization as an engine of innovation for continuous, self generating long term improvements is not achieved. That lasting transformative change requires not just resources and support but a working environment and a workforce that has an intrinsic culturally embedded understanding and appreciation of innovation.”<sup>5</sup>*

Their subsequent actions and the experience of our clients reflect the guidelines which we use to help our clients. In the following pages we will provide a brief overview of the ten steps that we recommend:

1. Make leadership support visible
2. Speak a shared language
3. Encourage every employee to play a role
4. Make it easy to contribute
5. Focus on action
6. Make it easy to connect
7. Challenge the mindset
8. Say thank you and mean it
9. Maintain your community
10. Capture the value

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<sup>5</sup> Shah, KU Prokopec, K, Organizational Transformation through Employee Driven Innovation: The Ontario Public Service Ideas and Innovation Programme, Commonwealth Association of Public Administration and Management, 2011

## 1. MAKE LEADERSHIP SUPPORT VISIBLE

One of our current clients invites the CEO into every forum and workshop, to show that the leadership team see this initiative as a high priority. This creates the climate of trust that is essential if employees are going to participate. Employees know that it is important to contribute, it's okay to try things out and make some errors, in fact, that their efforts will be acknowledged.

The leadership team needs to know that changing the climate is a process of trial and error. It won't all be smooth sailing; it is a long-term project.

It is also important to engage and get buy-in from your management team. They particularly need to understand that this is a priority, that their input is important, that they need to support their team to contribute.

Middle management can be either a great friend or a great foe when implementing change and you need to plan carefully so that they are supportive. They may need skills themselves to be able to manage in a way that accepts experimentation, error, and learning from the experience. They might need guidance on helping their staff to balance the demands of day-to-day work with the desire to innovate.

It is also important that the initiative is aligned to the organisation's strategic objectives, and that the links are transparent.

### Focus Questions

**How can you make leadership support visible?**

**How can you ensure that leadership support keeps going, even if there is a change in personnel?**

**How can you engage middle management and get their full support in both thought and action?**

## 2. SPEAK A SHARED LANGUAGE

Do employees know what innovation means? Why it's important in your organisation? Can they tell you what the relationship is between continuous improvement and innovation? In a recent UK study<sup>6</sup> of over 1,000 employees and managers, leaders and board members found that 72% of people have no idea what innovation means to their employer. 53% of managers are unaware of their organisation's definition of innovation and how it fits into the wider corporate goals.

Is your organisation different?

The language of innovation can be confusing. So the first thing you need to do is to clarify what it means for your organisation, why it is important and communicate that to everyone. That means defining what it means for you.

We have two definitions:

*An innovation is a new idea, or new use of an old idea, that adds value when implemented.*

*An innovation process is people making positive change happen.*

There are many different types of innovation. The most talked about is product and/or technology-enabled innovation. However, there is also process, service, business model, customer experience, policy, marketing, branding, operations and so on. The list is never ending. It is important that your innovation focuses on the areas that meet your strategic objectives.

### Focus Questions

**What's your organisation's definition? Why is this your definition?**

**What are the priority areas for innovation?**

**What are your ambitions for innovating?**

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<sup>6</sup> Wazoku; "Everyday Innovation, The New Innovation Conversation"; [www.wazoku.com](http://www.wazoku.com) 2015.

### 3. ENCOURAGE EVERY EMPLOYEE TO PLAY A ROLE

Innovation and creativity are often used synonymously, which explains why those who don't see themselves as creative can feel intimidated by the whole "ideas" thing. We have learned, however, that there are many roles and contributions people make, which are of equal value. That means that most, if not all, employees in your organisation can have a role to play, which is why innovating really can engage and inspire everyone in your workplace. We've identified some of the important roles. Any one person may be a combination, depending on the situation.

Type	They might say	Good for	Be careful because
Opportunity finder	Wouldn't it be good if...	Identifying needs and opportunities	They can become complaining
Ideas person	Why don't we just...? Why can't we...?	Generating ideas	The often don't follow through
First listener	Why is this a problem? Whose problem does it solve?	Developing ideas	They can stall things
Connector	Have you talked to? I know someone who...	Finding the right expertise	You can get side tracked
Specialist	Have you thought of the safety? There's already a solution.	Make ideas workable	A too narrow perspective
Doer	The next step should be... How can we try it out? How much will it cost?	Making ideas real, planning and prototyping	They can rush you to action before you've had time to develop the idea properly
Critic	Do you think that will work? How do you know there's a need? Hasn't it already been done?	Challenging ideas	They can be negative and stifle ideas
User	How would I use it? What would it cost?	Testing ideas	They may be unrepresentative.
Sponsor	What is the benefit for the organisation? How do you know it will work?	Getting authority	They may say no

Employees will happily participate if they feel confident that their contributions are welcomed and they are given the opportunity to voice and implement their ideas. You need to provide them with:

- Ability (skills and tools).
- Opportunity (a supportive, easy-to-access process that helps them develop and implement good ideas).
- Motivation (fast and constructive feedback and recognition).

You can also incorporate innovation in job profiles, performance management, leadership training and so on, so that contributing to innovation is visible and valued.

## Focus Questions

**How can your organisation make innovation part of everyday work?**

**What do you need to do to make sure employees have the ability, opportunity and motivation to contribute?**

## 4. MAKE IT EASY TO CONTRIBUTE

Ideas management platforms are helpful because they provide easy access for employees to contribute and implement ideas. They are also good for tracking and monitoring ideas.

They don't work if they are not properly used. It is critical that the idea originator maintains ownership from start to finish. If the system merely captures the idea for others to implement, it will not be effective. Another pitfall is that they can attract poor quality, ill-conceived ideas, which over time make the whole platform redundant.

That's why we recommend the use of catalysts, the people who can help make thought bubbles into good ideas and good ideas into implemented innovations.

The checklist below will help you to choose one that works for you.

### Focus questions

Question	Answer
Can it be used within your IT environment?	
Can it be customised to reflect your language and strategic objectives?	
Is training in the technology needed and available?	
Is training in submitting quality ideas available?	
Is it accessible to all employees?	
Is it available on multiple platforms?	
Is it easy to use?	
It is attractive to use?	
Does it encourage ownership of the idea by the generator?	
Does it ensure that quality ideas are submitted?	
Does it encourage a different mindset for thinking through ideas?	
Does it encourage collaboration for the development of ideas?	
Does it link ideas to your strategic objectives?	
Does it monitor the development of ideas?	
Does it provide a means to capture the value of ideas?	
Does it provide a means to monitor its use (to evaluate the impact of the system)?	
Is it cost effective?	
Are the ongoing costs transparent?	

## 5. FOCUS ON ACTION

Many innovation strategies focus on ideas. They start with idea generation and creativity sessions.

However, research suggests that the focus should rather be on action and finding the low-hanging fruit, small problems that can be fixed quickly.

A research paper from Harvard Business School<sup>7</sup> cites a hospital safety improvement program based on employee suggestions. Researchers Anita L Tucker and Sara J Singer show that the commonly accepted "analysis" approach, wherein great attention is given to identifying and prioritising a large number of problems, is not associated with success.

Instead, an "action" approach is preferable. According to their research, hospital units that focused on fixing easy-to-solve problems had greater improvement in safety climate than those focused on identifying a bunch of hard-to-solve ones

Alan Robinson and Dean M Schroeder<sup>8</sup> had the opportunity to compare Six Sigma project outcomes with the outcomes from employee-driven innovation, which focused on implementing small ideas in Coca Cola in Sweden, as described below:

*“The implementation of Six Sigma on top of an effective idea system provided interesting data on the relative impact of both approaches. In 2007, there were seven Six Sigma projects (both Green and Black Belt), which saved a total of 2.5 million Swedish Kronor (one U.S. dollar equals about seven Swedish Kronor). The idea system, however, generated 8 million in savings from a total of 1,720 front-line ideas. In 2008, Coca-Cola Stockholm increased its emphasis on the idea system. As a result, front-line ideas saved 9 million Swedish Kronor as compared to 1.5 million from Six Sigma projects.” (Page 34)*

Many of the organisations we have worked with, however, make action difficult. Approval processes mean that ideas get stuck in a manager’s office or in a committee. While there are some ideas that need to go through a

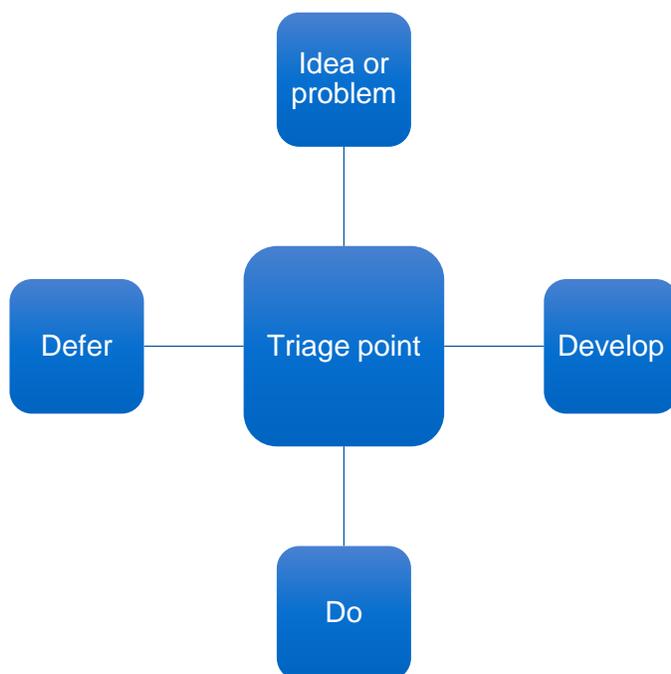
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<sup>7</sup> Tucker, Anita L, and Singer, Sara J; "Key Drivers of Successful Implementation of an Employee Suggestion-Driven Improvement Program"; Harvard Business School Working Paper, No. 12–112; June 2012.

<sup>8</sup> Robinson, Schroeder; "The Role of Front-Line Ideas in Lean Performance Improvement"; *Quality Management Journal*, 16(4); 2009

more intensive process, there are many more that can be implemented after going through a fairly simple practical innovation conversation.

You might require some sort of triage process which looks like this:



**Defer:** The idea might not be right for this particular point in time or situation.

**Develop:** The idea may need a design thinking or continuous improvement strategy along with resources.

**Do:** The idea can be implemented without a lot of resources.

**Triage point:** Might be a team of catalysts who direct the idea to the suitable place for action.

*Whatever the action decided upon, feedback to the idea originator should be fast and friendly.*

## Focus questions

What can your organisation do to implement small ideas quickly?

How can you ensure that ideas don't get stuck in approval processes?

How can you optimise all the programs for implementation within your organisation?

## 6. MAKE IT EASY TO CONNECT

Have you ever been working on some great project, only to find half-way through that exactly the same project is nearly finished somewhere else?

Or have you been looking for some knowledge or technology through your commercial suppliers to discover that it is in the division next door?

*ITRI in Taiwan is an internationally renowned research institute. Their focus initially was open innovation, looking for external sources of ideas and knowledge. This project was about helping them find internal capability and knowledge. During one of the connector sessions, which involved representatives from every division, they were identifying the problems they needed solving. One of the divisions named a piece of technology that they were intending to license from an external supplier. A representative from literally the division next door asked them why they were spending money on an external supplier, when they had the very technology they needed within 10 minutes walking distance.*

How can you overcome these divisions that build up in big organisations?

Gillian Tett (The Silo Effect<sup>9</sup>) cites several examples of how silos have negatively impacted on companies' innovation efforts and performance. For example, she uses Sony as an example of internal competition hindering innovation that led to their Walkman technology being displaced by MP3 players. She maintains that: "Sony was a company that once enjoyed wild success, but then became so fragmented that it missed the chances to innovate, triggering its decline."<sup>10</sup>

By contrast Tett uses Facebook as an example of a company that has effectively created a unified business purpose across many divisions. They offer six-week boot camp inductions for new employees across divisions so that empathic bonds develop and seed ongoing relationships. They rotate staff through teams and they also have only one profit centre to diminish the risk of internal competition.

The Facebook approach, while laudable, is often not completely transferrable to all organisations.

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<sup>9</sup> Tett, Gillian; *The Silo Effect: The Peril of Expertise and the Promise of Breaking Down Barriers*; Simon & Schuster; 2015

<sup>10</sup> Ibid Page 45

We recommend developing a network of catalysts who make connections between people, insights, programs and ideas.

You should also encourage teamwork, cross-divisional activities, social activities and using online tools to encourage sharing.

Most importantly, ensure that all employees have opportunities to learn new skills and attend external networking. There is ample evidence now that connection is the greatest facilitator of innovation. Stephen Johnson argues that “chance favours the connected mind.” He says:

*“This is not the wisdom of the crowd, but the wisdom of someone in the crowd. It’s not that the network itself is smart; it’s that the individuals get smarter because they’re connected to the network.”<sup>11</sup>*

## Focus Questions

How can you encourage healthy collaboration and sharing internally?

How can you encourage people to seek and use outside sources of knowledge and ideas?

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<sup>11</sup> Johnson, Steven; *Where Good Ideas Come From: The Natural History of Innovation*; 5 October 2010 by Riverhead Books

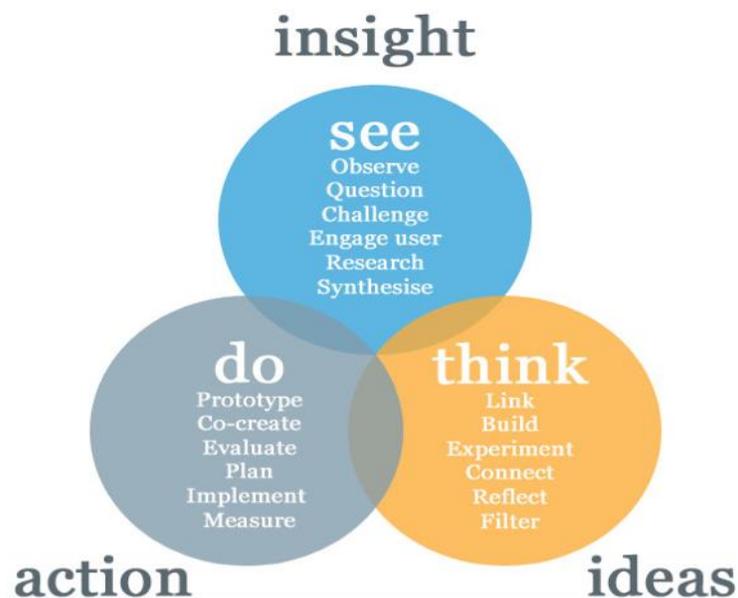
## 7. CHALLENGE THE MINDSET

Albert Einstein said “We cannot solve our problems with the same thinking we used to create them.” That sums up nicely what we mean by challenging your mindset. It means using tools and behaviours to look at problems and opportunities in ways you haven’t before... through different lenses.

These lenses are encapsulated in a process, which we call practical innovation. It’s designed to guide a conversation around an idea or problem. The key conversation starters are:

- “Yes and...”, “Tell me more...”, to start the conversation.
- “Why?”, “What’s the problem?”, to really understand the underlying trigger for the idea.
- “What if?”, for finding solutions that make a difference.
- “What next?”, for trying things out and implementing.

### PRACTICAL INNOVATION—SEE THINK DO—FOR EVERYONE EVERYDAY



**See Think Do** is based on the most up-to-date research into innovation skills and behaviours. The difference with this process compared to others is that it can be used every day by everyone. With the right tools and communication, these thinking skills can be applied by everyone to all their work.

## Focus questions

How can you encourage all employees to apply new tools and skills to their daily work?

How can you encourage diversity of thought into innovation?

## 8. SAY THANK YOU AND MEAN IT

As discussed earlier if you want engaged, or in fact inspired, employees give them power to make reasonable change within their job role or for the organisation. Seeing an idea implemented is a great source of intrinsic motivation.

You can also provide extrinsic motivation, which is even better. You need to provide:

- Constructive and fast feedback, even for ideas that don't go anywhere.
- Genuine thanks through meaningful recognition from a respected source for an implemented idea that adds value.
- Recognition of innovation contributions within the recruitment and promotion system.
- Rewards of additional opportunities, skills and experiences so that they continue and get better at innovating.

The Catalyst Exchange Innovator Recognition Program (IRP®) recognises individuals who contribute to an implemented innovation as indicated in the table below.

### RECOGNISE YOUR INNOVATORS

IDEAS			PEOPLE		
RECOGNISED PRACTICAL INNOVATOR (WHITE)	Employee at any level who demonstrates a substantial contribution to the implementation of a new idea that has had a measurable impact in the workplace within the previous year.				
CERTIFIED INNOVATION CONSULTANT (SILVER)	Demonstrated success as in facilitation or consultancy role in large and/or complex innovation projects.		CERTIFIED INNOVATOR OR CATALYST (SILVER)	Demonstrated contribution to the culture of people based innovation through engagement, collaboration, idea facilitation. They have continued to learn, to innovate and in some way to lead.	
			LEADING INNOVATOR OR LEAD CATALYST (GOLD)	Will have a leadership role in an innovation program, promoting innovation within the whole organisation or division. In addition, is responsible for strategies and processes that stimulate innovation	

## Focus questions

How can you make sure that every idea is quickly and constructively acknowledged?

How can you recognise innovations that have added value?

What non-monetary rewards can you offer people who have contributed to innovation?

## 9. MAINTAIN YOUR COMMUNITY

The biggest problem for the organisations we have worked with is maintaining the momentum. A couple of our clients, however, stand out because over 10 years they have grown. What have they done to have such success?

- They have a team of catalysts, go-to people, who fuel the generation and implementation of ideas and sharing and connecting internally and externally.
- They ensure that this team is kept motivated and developed.
- They brag about ideas that have been implemented and the people who have implemented them.
- They give every employee, no matter what their job, access to tools, skills and information that embeds an innovation thinking process across the organisation.
- They have a well-developed communication system that tells good stories and reinforces what you are doing
- They recognise and reward the innovators.
- They also link their key people to external networks.
- The innovation activity will wax and wane, it cannot be “on” all the time. Their feedback systems alert them to the movements, so that when necessary they will make interventions to keep it going.

### Focus questions

**How will we ensure that our innovation climate stays positive and enduring?**

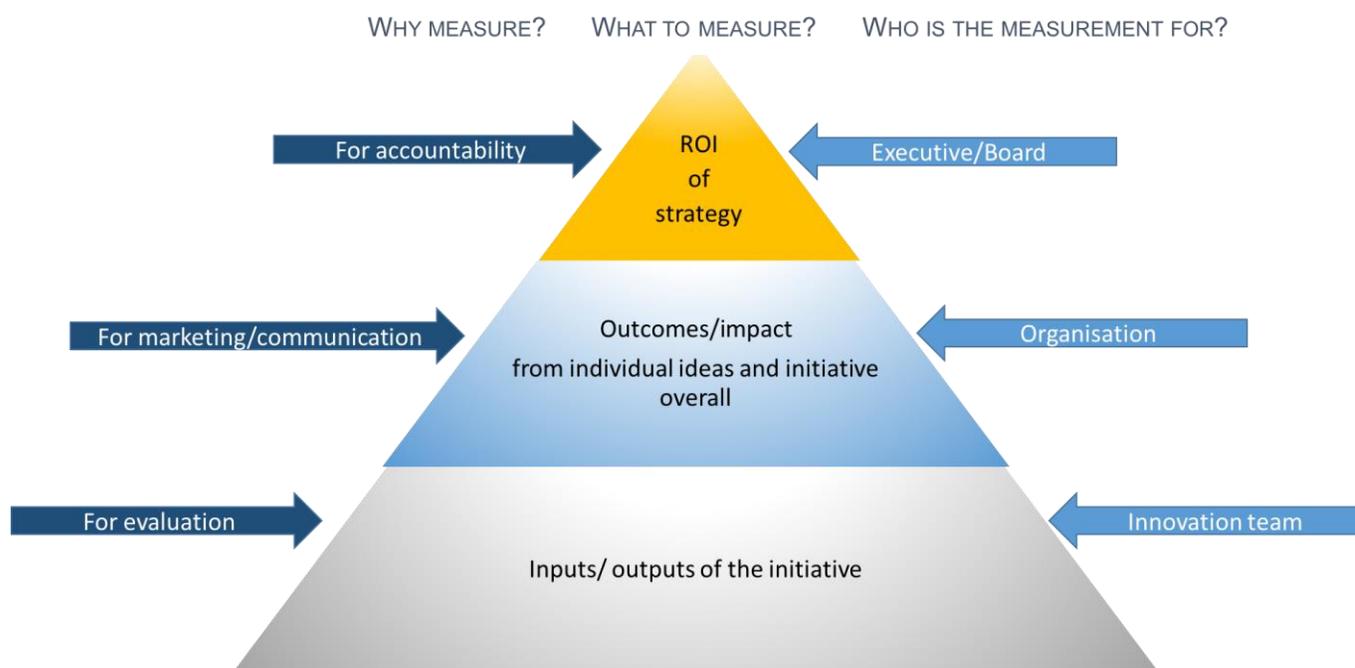
**How can we encourage a healthy internal community to drive the system?**

**How can we encourage healthy external networking?**

## 10. CAPTURE THE VALUE

When all is said and done, the survival and growth of a positive innovation climate will be contingent upon the value it provides the organisation.

Use this triangle to work out how to capture the value of your system.



## FOR FURTHER INFORMATION

At Catalyst Exchange we specialise in helping organisations implement employee-driven innovation. The Catalyst Approach can be tailored to meet your organisation's unique needs while helping you to train your key staff, develop systems and processes that work for you and recognise the innovation and innovators that have made a difference. Follow these links to find out more

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[Catalyst training courses](#)

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[Hargraves Principles of Innovation](#)

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