



Innovation as Usual: How to Help Your People Bring Great Ideas to Life

Paddy Miller, Thomas Wedell-Wedellsborg

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Turn team members into innovators

Most organizations approach innovation as if it were a sideline activity. Every so often employees are sent to “Brainstorm Island”: an off-site replete with trendy lectures, creative workshops, and overenthusiastic facilitators. But once they return, it’s back to business as usual.

Innovation experts Paddy Miller and Thomas Wedell-Wedellsborg suggest a better approach. They recommend that leaders at all levels become “innovation architects,” creating an ecosystem in which people engage in key innovation behaviors as part of their daily work.

In short, this book is about getting to a state of “innovation as usual,” where regular employees—in jobs like finance, marketing, sales, or operations—make innovation happen in a way that’s both systemic and sustainable.

Instead of organizing brainstorming sessions, idea jams, and off-sites that rarely result in success, leaders should guide their people in what the authors call the “5 + 1 keystone behaviors” of innovation: focus, connect, tweak, select, stealthstorm, (and the + 1) persist:

- **Focus beats freedom:** Direct people to look only for ideas that matter to the business
- **Insight comes from the outside:** Urge people to connect to new worlds
- **First ideas are flawed:** Challenge people to tweak and reframe their initial ideas
- **Most ideas are bad ideas:** Guide people to select the best ideas and discard the rest
- **Stealthstorming rules:** Help people navigate the politics of innovation
- **Creativity is a choice:** Motivate everyone to persist in the five keystone behaviors

Using examples from a wide range of companies such as Pfizer, Index Ventures, Lonza, Go Travel, Prehype, DSM, and others, *Innovation as Usual* lights the way toward embedding creativity in the DNA of the workplace.

So cancel that off-site. Instead, read *Innovation as Usual*—and put innovation at the core of your business.

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