

# EPISODE 86

# KRISTI HEROLD



## THE CREATIVE PLAY



Kristi Herold 00:03

You know, we need competitors on our work teams. We're not a family at my organization where team rewarding creativity can make it a little safer and just being playful with how you banter can be encouraged. I don't think competition is a bad thing. I think it just has to be done well.

Paul Fairweather 00:31

Welcome to the common credit Podcast. I'm Paul Fairweather.

Chris Meredith 00:35

And I'm Chris Meredith.

Paul Fairweather 00:36

And Chris and I are on a mission and adventure, to lift the lid, open the door, open the window to creativity in life, and business through the lens of ideas, stories and visual communication.

Chris Meredith 00:49

And this week's guest I think leads straight into the mission we're on to help people become more creative and in particular, enjoy themselves at work. Kristi Herold is the author of a book 10 Waste way, she's on a mission to introduce the idea of play into the workplace. And her key point is that this isn't just because it's fun to have fun. It helps businesses we become more productive, we trust each other,

Paul Fairweather 01:18

and so on. Absolutely wonderful kisses to just make a correction there, Chris, her book is called it pays to play. But the free ebook is 10 ways. And at the end of the show, you'll find out how to get a copy of that free book. So we bring that foot. So we wanted to do it in the spirit of fun, because he's all about having fun. We just wanted to do something a little bit different today. And what we'd like you to do is, before you finish this episode, before we actually listen to the episode, go on, give us a five star review and give us a great review. Now, if you get to the end of it and you didn't like it, well then send us an email and we'll see if we can get that reversed. But we're asking you for your permission before our forgiveness. And we just like you to give us a great review because this is a crappy episode. It's all about trust. So we'd like you to trust us. And jump on and tell your friends. Quickly. Get on now and tell a few friends. You're listening to this and it's the best episode you've

Chris Meredith 02:18

ever heard it. So have fun with your reviews. Have some fun with your good friends. And let's get Kristi in to learn about the role of play in the

Paul Fairweather 02:27

US, Chris it is no joke. Let's get her in. Kristi Herold, welcome to the Common Creative podcast.

Kristi Herold 02:35

Thanks so much for having me. I'm excited to be here.

Chris Meredith 02:38



Kristi, welcome. I'm very excited. You're on the show. Thanks for joining us. Thanks a lot.

Paul Fairweather 02:42

Can you just quickly kick us off, give us a very quick part of history about how you got to be where you are?

Kristi Herold 02:48

Sure. So I grew up in a really entrepreneurial family, and ran businesses all through high school and university. After going to university I moved to the big city of Toronto where I didn't know a lot of people. And I had heard about these adult recreational sports leagues in the United States. And I thought, hey, this could be a fun way to combine my love of business with my own issue of trying to meet new people in a big new city. So in 1996, I started what was originally called the Toronto sport and social club, running sports leagues for adults, a whole variety of different recreational sports. And fast forward 25 years after starting off with 250 teens, that very first season, we got to about 11,000 teams pre pandemic in a year. So connecting about 150,000 people every year, the pandemic hit, and when you're not allowed to connect people through fleeing of sports, the Canadian mandates were pretty harsh, although I'm not sure if they were as harsh as the Australian mandates, but we lost we lost about 18 months of revenue. And so we pivoted during that time and started offering corporate team building events helping companies connect through play. And it was during that time that I decided to write the book it pays to play, how play improves business culture to sort of help organizations realize you got to get the work done but you can have a lot of fun doing your work along the way.

Paul Fairweather 04:10

Fantastic that you get a gold star that was concise and very informative. So thank you,

Chris Meredith 04:17

Kristi, I got to jump in with kind of the burning question that's been on my mind that mo Medina heard about you. which was just kind of how dare you introduce this idea of play into a serious place called the workplace. I mean, what What a crazy notion. What led you to come up with the idea? One of your experiences has been from employers when you suggest that that's what people in their businesses should do?

Kristi Herold 04:43

Yeah, I think the word play can really throw some people off right? Like work is workplace playing. Never the two shall meet. Margaret Mead. Have you ever heard of Margaret Mead, a woman? Yes. Well ahead of her time. Yeah, born in 1901. She challenged the status quo on women's rights, nuclear arms race relations, she's known for having said that it is utterly false and cruelly arbitrary to put all the play and learning into childhood, all the work into middle age, and all the regrets into old age. And so I like, like Margaret Mead, I'm calling bullshit, I think that we should be having a little bit of fun at work, we spend way too much time in the workplace to not be having some fun. And so as I've built my business over the last 27 years, we've just naturally been a very playful organization. And it wasn't until the pandemic, when we started our corporate arm of the business that we really realized. There are a lot of companies that aren't having sun out there and they don't get it. It's not about stopping the work you're doing and making sure a game of volleyball breaks out in the office. It's about finding ways to

playfully integrate fun and last into your day to day. And there are so many ways to do that. There's just no shortage of ways to have fun with your colleagues.

Chris Meredith 06:00

Kristi, if I can push you on that point in a way what you're saying it sounds a bit like oh, we should have free sandwiches at lunchtime. We should have better chairs or it's like a perk. I think I think you're there's more to it than that for that she helps productivity that helps people think it's a good thing. It's not a bonus. It's an important part of the story. Tell us more about that.

Kristi Herold 06:24

Yeah, I think it's important that companies be investing in play. I don't think it's a coincidence that play begins with p&l, and there should be a line item to play on everyone's

Chris Meredith 06:34

alive. That's a good one played to get some free Mo Yeah, thank you.

Kristi Herold 06:39

It plays when we, when we invest in our teams having some fun together, what's happening is you're strengthening friendships, you're strengthening connections amongst your team. So then they become willing to be more vulnerable and trusting with each other, you're enhancing their relationships. And studies have proven that stats are showing that when people claim to have a friend in the workplace, they're less likely to be looking to work elsewhere, they're more likely to recommend your workplace as a great organization as a great place to work. And they've done studies that show organizations where 60% or more employees report having a close friend at work, they're 12% more profitable. Like this really works, because you're enhancing retention, you're enhancing engagement and energy, productivity, customer satisfaction, so many benefits to getting your team connecting as friends.

Paul Fairweather 07:29

So Kristi, I get that love, by the way. I love your book play. You obviously got a big network of 30,000 people you connected with 11,000 teams? What? Do you have much trouble selling the idea to businesses? Like, you know, I think we will. I want to sort of come back also to this creativity in play, which is another thing. But yeah, do you have much trouble? Or do you just only work with the converted?

Kristi Herold 07:59

I would say no. I mean, during the pandemic it was we had to survive. So we started selling virtual playful events to companies. And I think my staff initially thought I was crazy. They're saying that you want me to sell virtual escape rooms to, you know, Microsoft? And I said, Yes, yes, I do. We're gonna sell plays to companies. And they thought I was crazy. But in less than a year, we did eight figures in revenue, and seven, seven figures in revenue to get my digits right. In under a year, we produced over 1500 events for companies all around the world. And that's been growing ever since we're now doing. In addition to doing loads of virtual events, we're also doing hybrid and in person events for companies all over the world. And now we're helping coach companies on how to integrate play into the day to day. The events are great, like they're super helpful. But there are ways to integrate play into the day to day

that aren't just about booking a company event, a one hour lunch and laugh is important. And a company picnic once a year is fantastic. But it's about having fun day to day with how you communicate, how you reward and recognize great work being done, how you run your meetings, how you communicate with your internal and external emails and your terms and conditions on your legal documents. You can have fun and playfulness with all of that.

Chris Meredith 09:24

Kristi, can you tell us more about that? How do you make fun, or perhaps have a more relaxed informal way of working part of the culture? Because it seems to me it's relatively easy to say it's time we'll have some fun and cool that Kristi she'll be here for three hours and everyone will enjoy themselves. That's kind of what you could do. But surely it's better and more powerful if it becomes part of the way of working. How do you do though practice

Kristi Herold 09:51

off the list is I mean, in the back of my book, there's an appendix that's pages and pages long filled with ideas and tactics. But it really has to start with I believe that the, it has to start from the top leadership has to buy into this. And you will easily get people following along if leadership buys it. But one really quick, easy way to get started is set up in your Slack or your Microsoft Teams, group chats at the office, set up a shout out channel. This would literally take three minutes, create the shadow channel, invite everyone in the organization to be part of the shout out channel, and start shouting out great work being done just a quick Hey, I just want to shout out Kyle for this great new initiative, he started to win. Like, it could be anything and what happens is you encourage your team leads to start shouting out their teammates, and then everyone starts shouting, we have shout outs going multiple times a day, I see little things popping up. And what happens as the CEO of the company, I'm getting to see things that I wouldn't otherwise have even known had happened, because I see it in a shout out. And then I think I'll give a pat on the back to someone. It's a great way to recognize great work and it can be done really playfully in a fun kind of banter chilled way that costs nothing. It's just taking action, you know.

Chris Meredith 11:14

So I think Paul and I both got exactly the same question in our mind for you next, because you've probably on our T-shirts, this podcast called the common creative. And so one of the aspects of play we're very keen to explore is whether if you're more playful, that helps people be more creative. I'll tell you upfront, my vault is in the US. But do you have any evidence of that? And if so, other types of play that really lean into being more creative?

Kristi Herold 11:38

Absolutely, a whole chapter in my book is dedicated to creativity and innovation that comes from being playful. What happens I believe, is that when we encourage people to sort of just just have some fun and play well, so as an example, we did an escape room one time and I had, I was put on a team with a brand new intern to our company, our finance associate, who I didn't know very well a junior finance associate and a couple other people. We do, we're doing this escape room. And we're literally doing it as a lunch and laughing over lunch, people are calling in from wherever. I'm trying to solve clues that I'm not figuring things out. And I see my finance associate, start figuring things out. I'm like, Wow, your brain likes the way your brain works. So cool and creative, how they, how you came up with that, I

never would have thought of that. We end up starting to banter with each other, we're having laughs together. And all of a sudden, I'm getting to know this individual, as a person as a human being versus a finance associate who I don't really get to interact with that often. And I start to see how creatively his mind works. Inevitably, what happens is, I'm building up some trust, and he's building up trust with me that I'm just, I'm just a human. Yeah, I'm the CEO of the company. But I'm just a person who likes to laugh and have some fun and, and so then, going forward in future meetings and regular work meetings, what happens is when you build this types of type of trust from just playing and laughing together, you're more willing to throw great ideas or crazy ideas out that actually could really stick. Another example of that we have one of our core values is to find a better way. So we have our core value award. Every season, three times a year, we celebrate the core value award, we it's purely nominated. So anyone you can nominate yourself or anyone else in the organization for the core for the find a better way award. And then it's voted on by all the peers by everyone. And then on the team, we announced the season finals, and the top three people who find a better way, or get a cash prize of \$300, \$200 and \$100. It's not a huge amount of money. But it's a little bit of an incentive. We're highlighting great creative work being done. We're trying to celebrate creativity and innovation in a playful, fun way. So even just spending time playing together, allows you to get to know people together better, like if you're playing a soccer team or volleyball team or whatever to get to know them as humans, you start to trust them more. So then creativity naturally flows from that. You're not willing to be vulnerable. If you're not, if you don't trust the people you work with. You won't be vulnerable and throw creative, crazy ideas out there.

Paul Fairweather 14:18

Chris, can you just tell me how many people in your organization? I'm just trying to get a picture?

Kristi Herold 14:25

Yeah, we have 40 full time and about 350 Part time. Wow. And they're all over the globe. We've got about 20 in Toronto, but then we've got people in Vancouver in Paris in Calgary and Michigan and Cyprus and like kind of all over the place. So we find ways to just Not yet Not yet. Oh, maybe

Chris Meredith 14:45

we should talk hopefully.

Paul Fairweather 14:48

And is that both within the game sports as well as your consulting or corporate? That is that you're doing both obviously now you're back in both on the field.

Kristi Herold 14:57

Yeah, sports are back in action bigger than ever actually, we just had our biggest season ever this spring and summer, we were in 15 different cities in Canada, in the US with the sports leagues. And then our corporate, we're running corporate events all over the world, like South America, Europe, Asia, Australia, we've done events everywhere. And we have staff, part time people sit, like helping us from all over the place, leading and running those events. And then our full time staff on both sides of the business are sitting in a variety of different cities.





Paul Fairweather 15:28

So just one thing, just in terms of that hybrid or online, you know, Chris, and I have obviously done a lot of online as well. And we're now back in front of people I'm really interested in, in this, you know, engage when you talk about escape rooms, which I've always sought as a physical thing, but like, how have you amped up the online experience to get it to be, you know, equal, or, you know, to the live experience,

Kristi Herold 15:51

I mean it's, it's different, it's being in person too, and, and doing an escape room is different than being on Zoom. But when you have a team of people that are all you know, you don't have to spend a whole bunch of money on flights and hurt the environment and your and your wallet, to get people together. For some laughs You can do it. Once a month, we have a lot of clients who do a monthly luncheon laugh or a monthly Happy Hour social and every month is a different event. But as an escape room as an example, you get your team's we always encourage fun, all the fun should be optional. No one likes forced fun. So make sure you invite your teams to do it. And you make sure that the teams are split up. So you get someone on marketing on a team with someone from finance on a team with someone from it. So people cross over and get to spend some time knowing each other differently that they may not work with every day. And then you put them into breakout rooms. So as an escape with an escape room as an example, they'd be put in different breakout rooms, and they're given riddles and clues that they have to solve for to advance to the next stage. And we have our hosts that guide them through the experience. And it can be that some organizations are super competitive, and will say don't give out any hints at all. If we don't care if everyone makes it through, we just like to be super competitive. And then other organizations are like, if someone's stuck for more than a minute, give them a clue. And let's make sure everyone gets to the end of the escape route. Right? So it just depends on what you're trying to solve for. Escape Rooms are brilliant for enhancing collaboration and creativity. Because you're you've got to think outside the box to solve different types of different styles of clues and, and riddles. So it's a really neat experience.

Chris Meredith 17:34

You said a word here, which rang an alarm bell for me, which is competition. And I wonder if competition is the enemy of play. In other words, if you're trying to beat something else, a competitor or press a colleague, it's impossible to have a playful interaction because you're forced to kind of be a bit more variable to expose potential weaknesses. And if you want to compete, you don't let that out. are super competitive organizations. difficult if you want to introduce this idea of play?

Kristi Herold 18:08

I don't think so. I think when we play we can come in a variety of components. Let's think about every professional sport that an athlete plays, they are competing, correct. But you could be playing the guitar, and you're not competing, you're playing music. So there's so we encourage companies to consider have company sports teams that are optional that people can sign up for and go out and play softball together with their team one night a week, I have a company choir that gets together to rehearse and sing once a month, or a company rock band I write about a friend of mine who has a company rock band, they rehearse twice a month, and then they put on a performance. There's no competition in that there's competition in, in playing volleyball together. When you play volleyball

together, and you're competing, you're learning to win together as a team, and you're learning to lose together as a team and both I would argue are very important in life and in business, and teach us great lessons about our colleagues. And you know, we need competitors on our work teams. We're not a family at my organization. We're a team. And I want some competitors on my team because that's how we're going to succeed. I don't think competition is a bad thing. I think it just has to be done. Well.

Chris Meredith 19:24

What I'm learning from you though, is that part of the secret of getting people to trust each other is that if you only interact with people in the work environment where they're in one department you're in that department, you kind of pigeonhole people into a different environment. So let's say a sports team or acquirer or whatever it might be, but then you get to see different signs of a book club yet you get to see different sides though and then you build up that atmosphere of, of trust it's about the new environment. See, let's not just restrict ourselves to a work, a former worker grabs this fight and explores other mountains.

Kristi Herold 19:55

That's it, Chris, you're a quick learner. Yes. For me, he

Paul Fairweather 20:00

he plays a lot. He plays a lot.

Chris Meredith 20:04

Again, like it's alright. Yeah, actually,

Paul Fairweather 20:10

I was interested, one of the things about creativity, and we've had quite a few neuroscientists on the show, talking about ideas, stories, and creativity. And, and, you know, and basically, it's very difficult, almost impossible to be creative. If you're not in a good mood, you know, so it's important. But I think that too, that Chris and I do a lot of is about building people's creative confidence, often in ways that, you know, have good luck, you know, like, not in, you know, in trying to do something but do something that's outside the box, which given credit confidence. How do you think that play plays into that into that building about so not so much about trust with others, but just self confidence in this play thing?

Kristi Herold 20:54

Well, a quick quick story, I'll tell you quickly how not to build creative confidence. Don't be a teacher in grade five who tells their students that the picture of the boat they drew looks more like tugboat Annie than a cruise ship, because that was my experience. And I'll tell you,

Chris Meredith 21:10

my creativity, you must have the same feature, we must all teach it. Well,

Kristi Herold 21:15

I've been a bit afraid to draw ever since quite the opposite. I think we want to just be a big sell it making it a safe place for people to creatively throw out ideas. However that is and have some laughs and





encouragement. The more you can encourage people to strengthen friendships, the more trusting they'll be to throw out good, crazy, fun ideas. That could be the next big thing, right? Could be the next MC chicken. Right in your company. I can't believe I just used McDonald's rough goods. But I do not eat a lot of my dog.

Paul Fairweather 21:50

Mexico likes sports.

Kristi Herold 21:51

Right? Exactly. I mean, we just think it's really important to look for ways to strengthen friendships. And the easiest way for friendships to form is by spending so little time playing together. And it can be having a sports team that gets together once a once a week. It can be having lunch and laughing a virtual lunch and laughing once a month. But it can also be how you run your daily meetings, it can be making sure that people start every meeting with good news. Whoever's hosting the meeting, make sure that meeting always starts with a bit of good news. And it can be personal or work when making sure that every meeting wraps up with a leader's choice of some sorts, something fun to just get some laughs happening inside the organization, and find playful ways to creatively celebrate great work being done. All of those things are play. It's just not wrapped up. Like you don't have to stop the work. It's having fun with the work you're already doing.

Paul Fairweather 22:44

So this is a little boat sculpture that I bought in LA. And I tracked the guy down and we had him on a show. I think we had it anyway like it's really interesting. It doesn't really look like a boat either. But maybe to have a great I have my own story. I was in a musical with her. I went to a boys school girls school doing musicals to get out 14 final dress rehearsals the night before opening night. On a single single out there you're the blue dress displacement and forest pens and sing a few bars. Oh my god, you can't sing. It took me 35 years to get a singing lesson. So I feel

Kristi Herold 23:28

your pain. A lot of people have had that experience. Right? And exactly. We can foster if we can foster work as a safe place to be playful and creative with our ideas. Like I think it just when you're doing the key to having any kind of brainstorm session or blue sky session is any idea is a good idea. Like there are no bad ideas. It's so important and doesn't necessarily mean they're all going to happen. But you have to encourage that safety and so sometimes rewarding creativity can make it a little safer and just being playful with how you banter can be encouraged.

Chris Meredith 24:05

So I will share a story. I actually wrote a paper for a conference on the role of play in market research. How can you play with potential customers to understand them better and so on. And as part of my research for that paper, I Googled a cool one about adults and play I wrote I Googled adult calmer play. And I'm guessing you could picture what comes up. A lot of very analog pictures emerge instantly. Basically what you're Googling is porn. Oh my god. That was a bit of a second. And I put up this picture of what Google had delivered against us in the conference to show what it delivers. And there was a serious point behind it, which is that adults do play by the safety of the bedroom. When the lights are off

when they have no clothes on when they're with somebody they trust. implicitly, that but that kind of that's the only place it's okay to play outside of it. I've got to be an adult, I've got to be sensible, all those good things. So I won't be the answer to the question, which is, why do we stop? What goes wrong? And why is it the only kind of sanctuary that we can play and be?

Kristi Herold 25:17

Okay, first of all, I would say, that's one thing I actually did not write about. In my book, I've, this is the, this is new to me, I would argue there are loads of ways to play as adults.

Chris Meredith 25:28

We don't we don't like to know that we're gonna be grown up, you know?

Kristi Herold 25:31

Well, George Bernard Shaw is famous for saying, we do not, we don't stop playing because we grow old, we grow old because we stop playing. So I would actually give an iguana, thank you, I would posture that those that do stop playing are gonna get old quickly. And the Mayo Clinic actually has done studies that have shown when we combine exercise, when we combine play with our exercise. So for example, if you can, combine a game of basketball or soccer or tennis with your physical activity a couple days a week, instead of just going to the gym and lifting weights or running on a treadmill by yourself. When you combine that social sport with your activity, it adds 20% longevity to your life, the social connection we get when we play is incredibly powerful, whether it's in the workplace or in your personal lives. And one of you mentioned earlier that it makes us happier. It does the ripple effect from Play is so powerful, because when you have taken time to either play guitar by yourself, or go play on your company, volleyball team or kickball team, you you leave that, that experience happier within yourself, you're then happier when you go home as a as a boyfriend or girlfriend or a significant other as a child or as a parent, you're then happier you're going to work the next day. And happier employees equal happier customers like we've all had that experience where you talk to some grumpy person on the phone, what a horrible customer service experience versus when you talk to someone who clearly loves their work. They're loving their work because they're having fun at their organization.

Paul Fairweather 27:12

I said Kristi, I really what you just talked about there, and this, this whole thing about, you know, the benefit I had with my mind theory, you know, studying. So some anthropologists have said that, you know, early man, I only spent a few hours a day actually working, no hunting or gathering food. And the rest of the time, they basically slept and played, which I think is a whole thing. Also, you know, we got to work. So the work back then was physical and dangerous. And that's why we have this fear thing. We got to work now and we still have the fear reaction. Because it's work. You know, and it's sort of weak to equate it to survival, but it's not really survival. Yet, really, if you look at it, the work should be the physical bit going to the gym. And, what we think is work should be play.

Kristi Herold 28:02

And and often I think that, Paul to add to that the, the benefit we get from actually taking a little play break during the day actually getting up from your desk and going and using that ping pong table that's in your lunch room that instead of allowing it to collect dust, and just like virtue signaling, like look, look

how fun we are, we have a ping pong table. If you're not actually slaying with that ping pong table, you're not that fun. But if you take our little recess break at three o'clock every afternoon, and you get everyone to come in and play a quick five minute round the world game of ping pong, you get your whole 2030 people playing ping pong at one time, the laughs That happened from that that energy boost that happens from that everyone goes back to their desk with a lot more energy and creativity and feeling a lot more happier within themselves. And that doesn't need to be a ping pong table physically if you're a remote organization, take a break and have a you know, have a lunch and laugh or have make sure you're connecting playfully in some form every day because the power of it is massive. The ripple from it is massive.

Chris Meredith 29:07

We could finish up with a few tips, mainly the English one inside. I'll be based in Australia, but you're probably aware that I have an English accent. And this there's a little part of me which when when you say we're going to have a lunch and laugh or we're going to have some fun that throws up barriers a horror, you know what I'm going to be forced to, I'm going to make a point of not having to share some tips. How do you overcome people that might have that sort of lens on an activity that's designed to make people love?

Kristi Herold 29:36

It's fun and has to be optional. You cannot force fun on people because then exactly what you're saying will happen. They'll just be like I 'm not for me. What we I would encourage is try and get as many people as you can to participate and then make sure it gets talked about at the next company like we have a daily huddle, right so every day we have a seven minute meeting and every day whether we have so many I don't know, probably three or four different companies, sports teams, whenever our team, one of our teams has played together the night before we hear the results of huddle. The next day we hear about the laughs They had, whenever there's some kind of social event that happened. It gets talked about. And so then when inevitably, people are like, Oh, that sounded fun. I don't want to I don't want to miss the next karaoke night, when the team is getting together to do that. I don't want to miss the next book club, because book club. I just heard about book clubs. And it actually sounds like there was a really interesting, fun discussion that happened. And, you know, from Book Club, like, there's so many ways to sort of integrate these having fun. And so if you make you also should create lots of opportunities for play, it's not just having one, you know, one volleyball team. And that's, that's our definition of play for our company, we have had lots of options. So there's a little something for everybody.

Chris Meredith 30:49

Wonderful answer, everyone gets horrible. Kristi, Amazing chat. You feel that excitement and reminded me about the power of play, I personally believe very passionately in it. Thank you. How can we find out more about your Sunday's listing? Where do they go?

Kristi Herold 31:09

Thank you for having me. So my company is called Jam group, J A M group.com. And there there's loads of opportunities for corporate team building playful events, whether they're in person virtual hybrids. And my personal page is Kristi Herold.com. K R I S T I, H E R O L D.com, where there's more

information about my speaking about my book, and I would love to offer your listeners a little something from me, we've got a link. A link for them is if they want to go to the page, [Kristiharold.com/tcc](http://Kristiharold.com/tcc). So for the common creative, so slash TCC 25. At that there's an opportunity for them to get my PDF of the playbook. That is 10 ways to integrate play into the workplace. And there's a 25% savings offer if they would like to try a lunch and laugh at a virtual event. With their work teams they fit, we would love to have them jam with us and try it out.

Paul Fairweather 32:14

Fantastic. Thank you

Chris Meredith 32:15

Kristi, we get our listeners to get their own exclusive discount code, a chance to find ways to integrate a very kind of you. Thank you.

Kristi Herold 32:22

Thanks for having me, guys. Thanks,

Paul Fairweather 32:23

Chris. It's been absolutely wonderful, super fun. I

Kristi Herold 32:27

appreciate your time and for inviting me on.

Paul Fairweather 32:33

So Chris, that I did notice that, you know, since we launched this, I've been keeping an eye out and straight away we had a great response in reviews and five star reviews. So that actually works. But if you didn't actually get to do it, and you had fun, please jump on now and give us a great review and five stars and go and tell one friend.

Chris Meredith 32:56

Yeah, a Costas is Bob Mays with much more playful I mean, we know it's good to play. But it's, it's good for the world if people play because they become more trusting, more vulnerable. We learn about each other. I can't think of a downside. It's free. It's cost free. I think we should all be more painful.

Paul Fairweather 33:15

It reminds me because I just want to give you one quote. There was that one of the sons of the founders of Cooper's beers, was giving a talk once and he famously said, people think that owning a brewery is all beers and Skittles. He said he said I gotta tell you this is not true. said I've never played skills in my life.

Chris Meredith 33:35

With that. Thanks, on the coverage rate. I hope we'll see you for next week's episode. Please tell your friends to share their views about creativity at work and beyond. Cheers



## **Kristi Herold (Special Guest)**



### **Website/Links**

Personal Website: <https://kristiherold.com/>

JAM Group: <https://jamgroup.com/>

Keep Playing Kids <https://www.keepplayingkids.com>



### **Paul Fairweather - Co-host**



### **Chris Meredith - Co-host**



### **Two Common Creatives**

