



Mindsets & Postures Handbook

Thank you for taking Mindsets & Postures with us. This course is all about helping you to position your heart and mind for innovating with others. We hope this handbook enhances your learning experience. It is designed to help you wrestle with the content and explore new areas of strength and growth within yourself and your team. There are two main ways to access it: (1) You can scan the QR code below to view it on your phone or tablet or (2) Download the full PDF and print it. We trust that this course will support you in your journey to become an outstanding innovator, and more importantly, teammate.



Scan to access online workbook

Handbook Sections



Key Takeaways

We have captured what we believe are the key learnings from each module for you. The airplane is your reminder to take them with you.



Activities

Throughout the course, there will opportunities to deepen your learning through activities. We strongly suggest you complete these to enrich your experience.



Personal Reflection

There is no learning without reflection. But don't worry, we provide you with some questions to help prime your thinking.



Group Discussion

This course is designed to help you become an exceptional innovator in the context of a team. These questions support you and your team as you pursue greater collaboration.

Humility Section 1



JACOB HANCOCK



4:38 min video



Activity:

Take a moment and write the name of one or two people you know who are humble. Now, think about what characteristics or behaviors makes that person humble.



Activity:

When you look at the images that flash on the screen, what did you see?

1. Image #1
2. Image #2
3. Image #3
4. Image #4
5. Image #5



Key Takeaways:

1. True innovation requires absolute Humility.

2. Humility is accepting that there are other perspectives and opinions equally as valid and valuable as your own.
3. Humility is not simply discounting or discarding your opinion in favor of someone else's. Rather, it is opening yourself up to the possibility of another unique perspective that the group might hold.
4. Humility allows those ideas to breathe.



Personal Reflection:

What does it mean for you to “allow ideas to breathe?”

Humility Section 2



JACOB HANCOCK



2:42 min video



Key Takeaways:

1. Innovation requires collaboration and collaboration requires humility.
2. Catmul wrote: "If we start off with the attitude that different viewpoints are additive rather than competitive, we become more effective because our ideas and decisions are honed and tempered by that." ¹
3. When individuals function with the mentality of teachability or meekness, which is the fruit of humility, this collective wisdom flourishes.
4. If we seek agreement, we limit the group to our way of thinking.
5. Innovation emerges from a team, not from an individual.



Personal Reflection:

1. How might you identify whether you're listening for agreement or understanding?
2. Has there ever been a time when you feel your ideas were shot down because of creative differences on your team? If you've ever rejected the ideas of others, what could you have done differently to understand their perspective?



Footnotes:

1. Ed Catmull, *Creativity Inc.: Overcoming the Unseen Forces That Stand in the Way of True Inspiration*, First Edition, (New York, NY, Random House Company, 2014), pp. 173-174

Humilty Section 3



JACOB HANCOCK



3:07 min video



Key Takeaways:

1. We are the greatest barriers to innovation.
2. An open Mind rejects the voice of judgment so we can become curious.²
3. An open Heart rejects the voice of cynicism so we can become compassionate.²
4. An open Will rejects the voice of fear so we can become courageous.²



Activity:

Read about Jesus' interaction with the woman at the well in John 4: 1-26, or with Lazarus in John 11: 28-37, and reflect on how empathetic listening shaped the outcome of the interaction?



Personal Reflection:

1. Reflect on a time when you were convinced when you were right, but later discovered you were not. How did that impact the outcome?
2. What areas are you quick to believe you are right, or have the best idea?
3. Where do you need to listen more?



Footnotes:

2. C. Otto Scharmer, *The Essentials of Theory U: Core Principles and Applications*, First Edition, (Oakland, CA, Berrett-Koehler Publishers, Inc., 2018), pp. 28-31

Humility Section 4



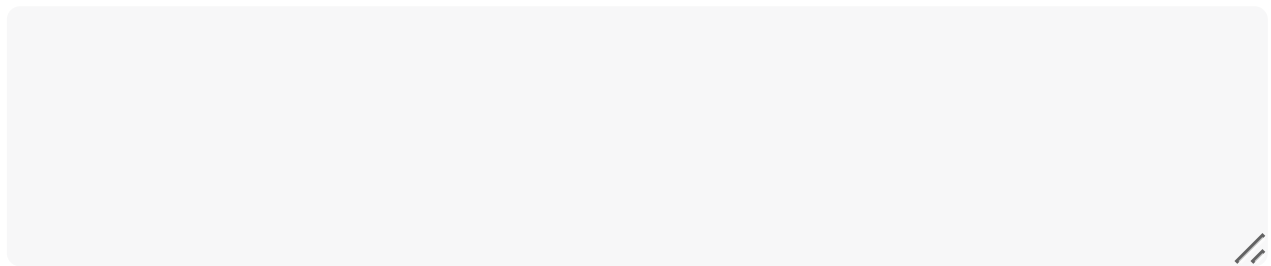
JACOB HANCOCK

 3:01 min video



Key Takeaway:

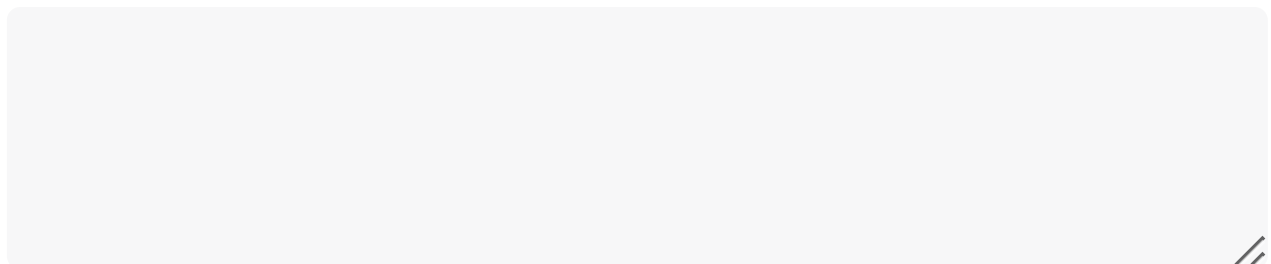
Listening without judgment is a critical piece of humility.



Disagreement Activity:

Take a moment now and pause the video. Go onto YouTube and find a video of someone arguing for a position you completely disagree with. After watching the video for at least 5 minutes, answer the following questions:

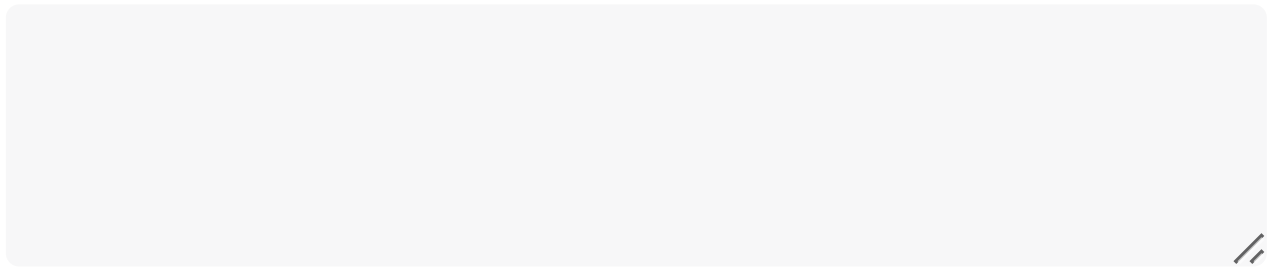
1. What was your initial reaction?
2. Could you understand why the person believes what he or she does?
3. Were you able to suspend your personal views in order to listen for understanding, or did your disagreement cause you to struggle to listen?



Personal Reflection:

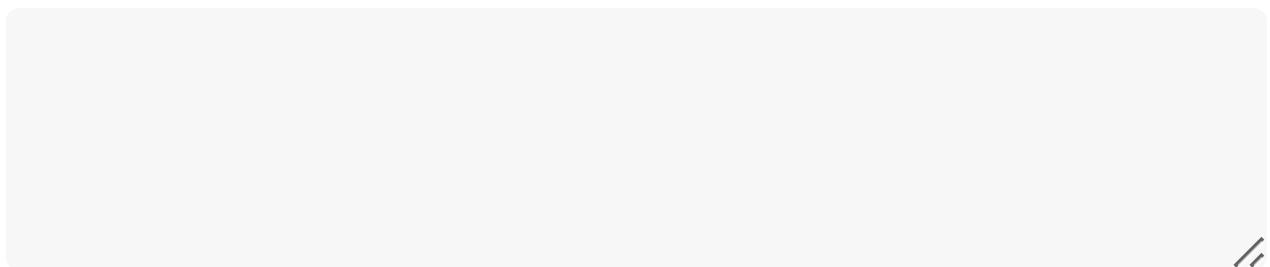
Now that you've completed Humility, let's take a few minutes to reflect on our learnings. Take a moment to ask yourself three questions:

1. Do I listen for agreement, or do I listen for understanding? Remember, listening for understanding means that our minds are not formulating responses or objections or corrections to what we hear. Rather, we are simply listening to gain deep insights so we can better understand the values and beliefs of the person speaking. So, how about you, do you listen to determine agreement, or do you listen to simply understand?
2. Do others see me as a teachable person who listens first? This can be difficult and sometimes requires a few conversations. Perhaps you will find it helpful to ask a few colleagues or family members. Teachability is often associated with meekness. So, the question comes down to: Am I meek, (teachable) or do I speak?
3. If it is true that I am the greatest barrier to innovation, what can I do to become the greatest catalyst of innovation? Remember, we believe that, due to the human condition, the person in the mirror is the greatest barrier to innovation. This course is designed to address that condition and give us the tools and mindfulness to become a catalyst to innovation. So, as you continue through the other five modules, keep coming back to this question.



Group Discussion:

1. How does understanding the perspective of others help your team grow and innovate?
2. Does your team characteristically operate out of competitive vs. additive, humility vs. assumptions, or judgement, cynicism, and fear?
3. How might we begin to build trust, listen with an open mind, heart, and will, and support one another toward a culture of humble innovation?



Abundance Section 1



SAM WELCH



2:26 min video



Key Takeaways:

1. Until kids learn the characteristic of sacrifice, they default to selfishness.
2. Kids don't share because they default to scarcity.
3. Scarcity mindsets sound like: "We don't have enough time for that, or money," or "I'm just not the creative type."



Personal Reflection

Pause the video for a moment and ask yourself:

1. Do I reflect scarcity to my team or family?
2. What might my scarcity be rooted in?
3. If I have tunnel vision to the point of not seeing the possibilities beyond my current circumstance, how might I see outside the constraint?

Abundance Section 2



SAM WELCH



2:06 min video



Key Takeaways

1. Abundance is the antidote to scarcity.
2. Abundance says there is more than enough.
3. God is not limited by our imagination.
4. God is capable of inspiring even the most seemingly uncreative people with incredible new ideas for the sake of His Kingdom and Glory.
5. Abundance is rooted in trust that God is and has enough.
6. Abundance is opening our minds, heart and will without being limited by our constraints.



Personal Reflection

1. Do I believe and behave as though God is and has enough?
2. God has given you creative capacity. How are you expressing abundance in your life and on your team because of that truth?

Abundance Section 3



SAM WELCH



1:58 min video



Personal Reflection

Now that you've heard Sam's story about his friend, consider the following questions:

1. If she had been alone on this journey, do you think that she would have come to the same conclusion? Why?
2. Who on your team, or in your family, pushes you to embrace a mindset of abundance?
3. Who do you push to ensure a mindset of abundance?
4. Where in your life might generosity and gratefulness lead you into a mindset of abundance?



Activity

Take a few minutes and read the story in Matthew 14:13-21. As you reflect on the reaction of the disciples, what do you see driving their response? What areas of your life, or on your team, can you relate to the disciples' reaction?

Abundance Section 4



SAM WELCH



2:30 min video



Key Takeaways

1. The core principle of abundance is gratitude.
2. How do we build a mindset of abundance – start by practicing generosity.
3. The future is completely unknown to us, but not unknown to God.
4. When we anchor ourselves to God, our mindset shifts away from scarcity to abundance.



Personal Reflection

1. What are ways that I practice gratitude?
2. How might I practice generosity on my team?



Activity

Find someone on your team today and express gratitude for them.



Group Discussion

1. Does your team or organization easily see the possibilities beyond current circumstances, or is it often difficult to maintain a mindset of abundance?
2. Does your team feel the freedom that comes from a mindset of abundance? If not, what can your team do to shift from scarcity to abundance?
3. In what ways have you used your God-given creativity on your team?
4. As mentioned in the video, surround yourself with people who have an abundance mindset. So, to practice abundance, take a few minutes to express gratitude toward one another.

Curiosity Section 1



JACOB HANCOCK



5:08 min video



Key Takeaways:

1. Curiosity is the antidote to assumptions.
2. Systems are designed to optimize outputs and once those structures are set in place, we are expected to run or drive it, but not change it.
3. Curiosity is a strong desire to know or learn something.
4. Motives are rooted in the idea that we know best.
5. Vulnerability engenders vulnerability.
6. If we are vulnerable with information, we build mutual trust.



Personal Reflection:

1. How have I held back being vulnerable with my team and others, and why?
2. Do I withhold important information from my team, and why?
3. What are ways that you encourage vulnerability on your team?

Curiosity Section 2



JACOB HANCOCK



1:34 min video



Key Takeaways:

1. We make assumptions to make sense of our world, but we often live as if those assumptions are facts.
2. When I understand what triggers my assumptions, self-awareness helps me shift to curiosity.
3. The boundary of the box we're in is made up of the questions we have yet to ask.



Vacation Eyes Activity:

Before moving on to the next module, take time to go to a place you visit on a regular basis. Except this time, put on vacation eyes. Pretend as if you've never been there before and express curiosity in trying to discover things you've never noticed before. What do you see? Smell? Hear?

Curiosity Section 3



JACOB HANCOCK



2:33 min video



Key Takeaways:

1. If we listen about a problem as a judge, we are constantly trying to determine who is at fault, who is to blame.
2. Listening is essential to curiosity, yet the mindset with which we listen is equally as essential.
3. As you ask questions, support your posture of curiosity with a learner mindset.



Personal Reflection:

1. What other systems or industries could you deliberately learn from? What would it take for you to begin?
2. Where is an area within my own organization from which I need to learn?
3. What assumptions and judgments have I made because I don't see the full picture?

Curiosity Section 4



JACOB HANCOCK



0:51 min video



Key Takeaway:

1. Through questions, we get to explore reality.
2. Generally, the systems and structures we operate within are designed to optimize efficiency, so organizations fail to create room for innovation. Desiring deeper knowledge is not about bucking the system but being curious enough to mitigate disruption and change while adding value.



Personal Reflection

As you complete this section on Curiosity, spend some time reflecting on the following questions:

1. Do I regularly exhibit a posture of curiosity?
2. Do I question the world like that of a child? Remember, children learn through asking “why,” experimenting and observing their surroundings.
3. Do I truly desire deeper knowledge about the world? Curiosity allows us to experience the world in a unique, creative and refreshing way. Am I curious for curiosity’s sake, as a child? Do I operate out of a mentality of “need to know,” or simply want to know? Rather than being driven by a deadline or a job, is curiosity a part of your personality?
4. Do I listen with a judger or learner mindset? Ouch! This is a bit difficult because



Group Discussion:

1. How might fear, motives, agendas, and lack of vulnerability in organizations, (and on teams), keep the team from asking penetrating questions?
2. As the antidote to assumptions, what ways does our team or organization exhibit deep curiosity? In what ways might we need to improve?
3. Using the Judger / Learner Chart, discuss areas of strength on your team, as well as areas where your team needs to improve.
4. Does your team regularly and consistently challenge their assumptions? Why or why not?

Stewardship Section 1



ROB WASSEL



3:48 min video



Key Takeaways

1. What needs to die?
2. To be a steward, we must believe we own nothing and everything in our care is from God.
3. All in our care is valuable and we care for it with responsibility and accountability.
4. Our will is submitted to God's will.
5. So, to recap, a steward is someone who recognizes they have been entrusted to care for something or someone, that has value, which they themselves don't own and they are accountable to God and others.



Personal Reflection

When you consider personal ways of thinking, work projects, habits, expectations of others, self-imposed pressure, systems or processes, status quo, assumptions, or judgements, what needs to die in order to posture yourself as a steward?

Stewardship Section 2



ROB WASSEL



2:54 min video



Key Takeaways

1. The number one difference between an owner and a steward is that owners operate out of fear.
2. Formula: Fear + Control = ownership.
3. Owners fear what others think, but stewards are not unraveled by the views of others.
4. Owners fear looking ignorant or stupid, but stewards are confident in how God views them.
5. Owners fear the unknown or ambiguity, but stewards get security out of anchoring themselves to the all-knowing God.
6. Owners fear losing identity, but stewards don't tie themselves to their roles, projects, teams or organizations.
7. Owners fear failure, but stewards embrace failure as a means to gain deeper insights.
8. Owners fear losing their jobs, but stewards see the higher good is open-handedness and trust God's best for their future.

Owners:	Stewards:
Fear what others think	Are not unraveled by the views of others
Fear looking ignorant or stupid	Are confident in how God views them
Fear the unknown or ambiguity	Get security out of anchoring themselves to the all-knowing God
Fear losing identity	Don't tie themselves to their roles, projects, teams or organizations
Fear failure	Embrace failure as a means to gain deeper insights
Fear losing their jobs	See the higher good is open-handedness and trust God's best for their future



Activity

Circle the stewardship traits you are strong in, and circle the ownership traits you might need to grow in. Then, share your feedback with one teammate and have them do the same.



Personal Reflection

What on your team do you feel responsible to own? Explain why you feel that way.

Stewardship Section 3



ROB WASSEL



2:22 min video



Key Takeaways

1. Narrative worship is when we see agility or change as dishonoring the organizations narrative.
2. When we operate out of fear, we end up making decisions rooted in preservation not solution.



Activity

Think about your organization's narrative. Do you sense the team is afraid of change because they feel like they are stepping outside of the initial vision and mission? What does your organization do now that was not part of the original vision? Discuss your thoughts with your team in the context of the idea of narrative worship and preservation.

Stewardship Section 4



ROB WASSEL



4:34 min video



Key Takeaways

There are three postures of stewardship, they include:

1. Openhandedness. To be openhanded, we present ideas with the expectation that others will build on them and not that our ideas are the ultimate solution.
2. Stewards see relationships through the lens of responsibility, not transaction.
3. Accountability. Stewards are accountable to care for that which is in their care. Also, stewards are accountable to engage others with the mindset of, "how might I serve this person God has brought into my life."



Personal Reflection

1. What might it take for you to become the most content person in a room full of people?
2. What needs to change in your life to openhandedly steward things and people?
3. How might a posture of stewardship affect your life?
4. Can you make a connection between your stress or anxiety and your posture as an owner (rather than steward)?

Stewardship Section 5



ROB WASSEL



2:50 min video



Personal Reflection

This section is designed to go deeper in considering a life of a steward. Reflect on the following five question as you consider your relationship to your work and family.

1. Am I transactional in my relationships? In other words, do I see or treat others as a means to accomplishing what I want? Where is this mindset rooted in?
2. Is my identity anchored to what I've produced, or my title, or my position, or my team or my organization? How comfortable am I walking away from all of those things should God ask me to? What might it take for me to become comfortable?
3. Do I operate out of hidden fear of the unknown, fear of ambiguity, fear of losing my job, fear of failure or fear of what others think? What is this fear rooted in?
4. Do I get emotionally entangled with people and things that I manage? How might a posture of stewardship affect my emotional involvement?
5. Do I unknowingly hold the organization's narrative above God's meta-narrative? If so, where is that mindset rooted in?

Stewardship is vital to innovation for three key reasons. First, we must become stewards so that the solution we design reflects the values and needs of those we serve. Second, stewardship orients our thinking and postures, so we are not the obstructionists to innovation. And third, stewardship allows us to not anchor ourselves to the organization's narrative, preserving the past and perpetuating outdated paradigms.

Last, let us remind you to become indifferent to anything but what God wants. In doing so, we openhandedly steward, not own and grasp, those things and people God puts in our path.





Group Discussion

1. What are examples of healthy stewardship within our organization?
2. How has our team shifted away from stewardship and moved toward ownership?
Are there fears that need to be addressed, individually or collectively?
3. What might our organization feel like if all we did was from a posture of stewardship?
4. Considering the 1 Corinthians 9:24 and Hebrews 12: 1-2 scriptures, we need to focus on the meta-narrative outside of ourselves and personal preferences in order to persevere. Does our organization hold up the meta-narrative as its key "why," or do we have the tendency to over focus on the organization's narrative? What is the difference and how might we not misplace our focus?

Generative Section 1



RACHEL WILCOX



1:22 min video



Key Takeaways

1. When we work as a team, when we're generative, we see the cumulative effect of each person's input.
2. We must trust one another; only then can we be truly generative in the space of innovation.



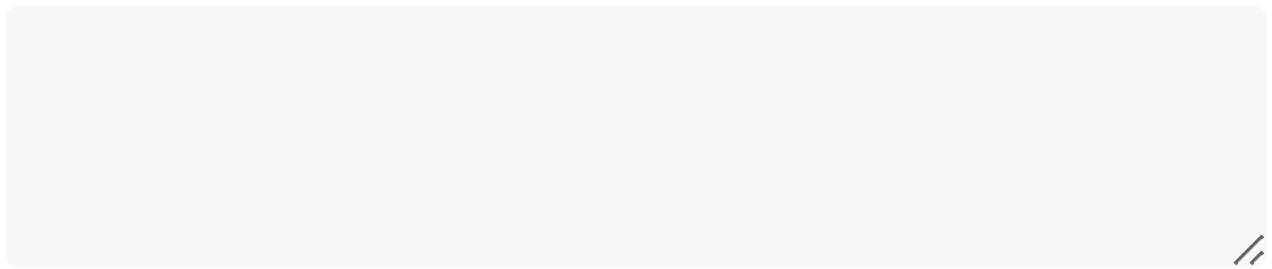
Personal Reflection

Where do I struggle to trust my team?



Activity

If you'd like to go deeper on this topic, get a copy of Creativity Inc. by Ed Catmull and read chapter 5, titled: Honesty and Candor.



Generative Section 2



RACHEL WILCOX

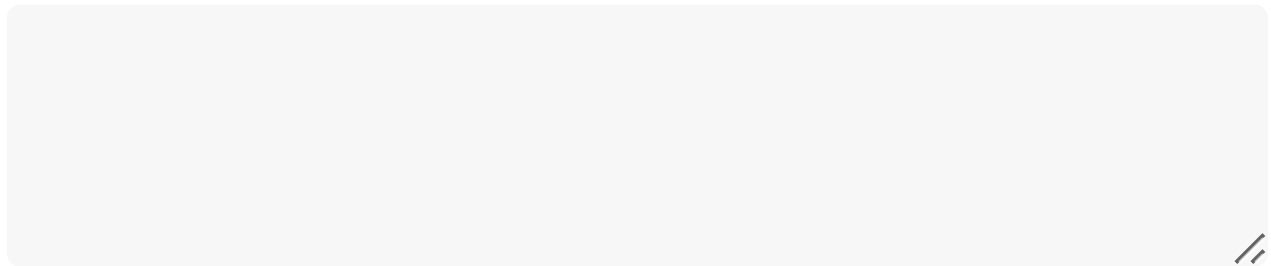


3:23 min video



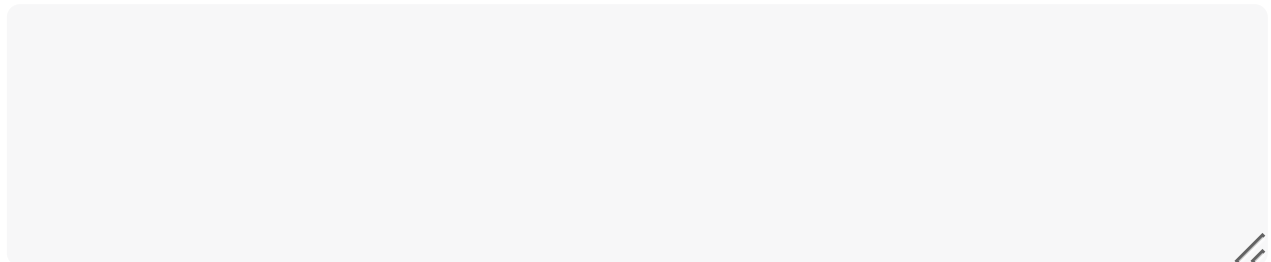
Key takeaways

1. Being generative is about building on the ideas of others.
2. People that create ideas alone grow too connected to the idea and unconsciously create a defensiveness around the idea.



Personal Reflections

1. When was the last time you built on someone else's ideas? How was that experience?
2. When someone doesn't immediately accept your idea as it is, how do you respond?
3. What do you believe is the underlying cause for people not sharing partially-developed ideas?
4. What are one or two suggestions you have for your team to enhance a culture of generativity?



Generative Section 3



RACHEL WILCOX



1:25 min video



Key Takeaways

1. Clear is kind.³
2. In addition to great communication, we must also consistently contribute.

So, let's recap! In order to posture ourselves generatively, we must:

1. Listen well,
2. Defer judgment,
3. Accept the possibilities,
4. Consistently contribute.



Personal Takeaways

1. Do you have someone on your team who checks out regularly? If so, how could you help him or her remain engaged?
2. How might a posture of generativity allow contributions to ideas, especially when members may not agree with the initial idea?
3. True generativity has an expectation that your team will build upon your idea. How might you create an environment that expects building on the inputs, thoughts, and ideas of others?



Footnotes:

3. Brené Brown, "Clear Is Kind. Unclear Is Unkind.", Brené Brown, 15 October 2018, <https://brenebrown.com/articles/2018/10/15/clear-is-kind-unclear-is-unkind/>, (accessed 31 January 2022)

Generative Section 4



RACHEL WILCOX



3:33 min video



Key Takeaways

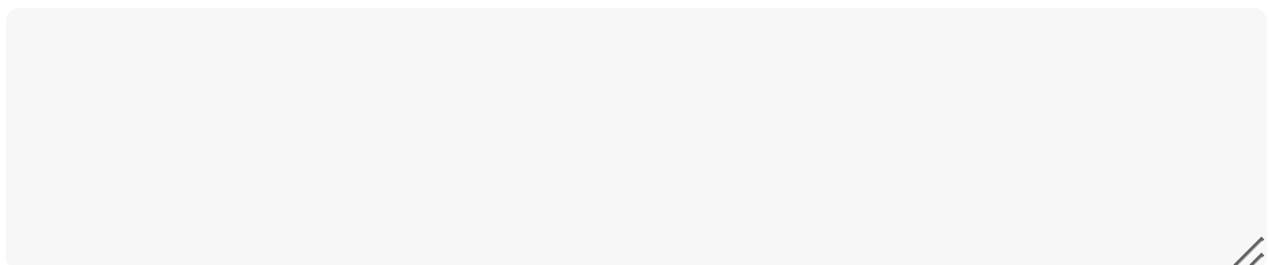
According to Otto Sharmer, there are 4 levels of listening:

1. Habitual listening,
2. Ecosystem listening,
3. Empathetic listening,
4. Generative listening.⁴

Generative listening is to hear what the person is saying, accept it, then build on it.

Remember, generative listening does not require us to agree with everything we hear. Rather, generative listening postures oneself as a learner, not judger, and works to build on the ideas of others.

Just because you build on something doesn't mean you have to do it.



Personal Reflection

Now that you've completed the series on Generativity, reflect on the following questions:

1. Do I build on ideas of others, regardless of how silly they sound? Or do I typically shut them down because I believe they don't work?
2. How might I encourage generativity on my team?
3. What level of listening do I utilize most and why?



Group Discussion

1. Which one of the 4 levels of listening does my team get stuck within?
2. Where does our team excel: Listen Well, Defer Judgement, Consider the Possibilities, or Consistently Contribute?
3. Looking at your answer from Generative, section 3, how might our team create a culture that regularly suspends judgments around ideas and builds on the ideas of others?



Activity

In your team's next ideation or brainstorming session, include this one rule: for each idea that is created, three team members must build on it before you move on.

Footnotes:

4. C. Otto Scharmer, The Essentials of Theory U: Core Principles and Applications, First Edition, (Oakland, CA: Berrett-Koehler Publishers, Inc., 2018), p. 26

Perseverance Section 1



SAM WELCH



2:55 min video



Key Takeaways:

1. There is a risk involved with jumping in.
2. Trust the process.
3. We have to move from chaos back to order and out to chaos again.
4. We have to move past convergent thinking into divergent thinking.
5. We have to become comfortable with uncertainty and ambiguity.



Personal Reflection:

1. What is my cube I need to scramble to realize new ideas?
2. Do I find uncertainty and ambiguity uncomfortable? How might I build my ability to persevere through uncertainty in order to innovate?

Perserverance Section 2



SAM WELCH



2:37 min video



Key Takeaways:

1. The hardest time to embrace perseverance is in the time of failure.
2. The difference as to whether or not failure can be, or is, valuable is what we do with it.
3. True innovation embraces failure because it sees failure as a way to gain deep insights to innovation.
4. Failure is not helpful when we personalize it and see it as a regular reflection on ourselves.



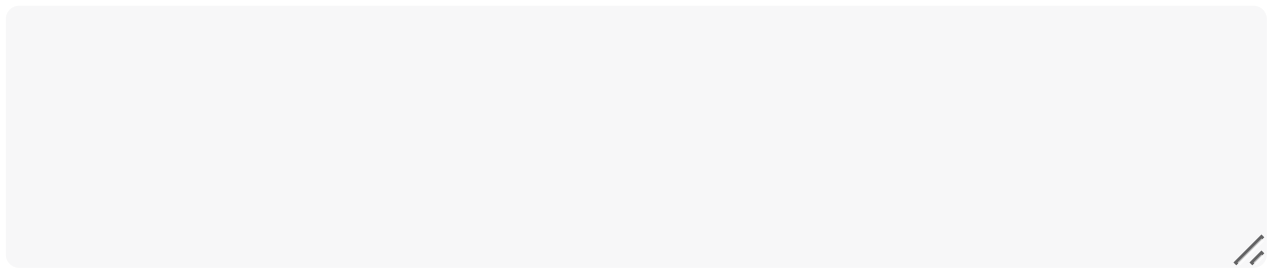
Activity:

go to seedsinnovation.com/skaters and watch the video.



Personal Reflection:

1. What are projects that you are working on now that need perseverance?
2. What was a mistake you made that you learned a valuable lesson from?



Perseverance Section 3



SAM WELCH

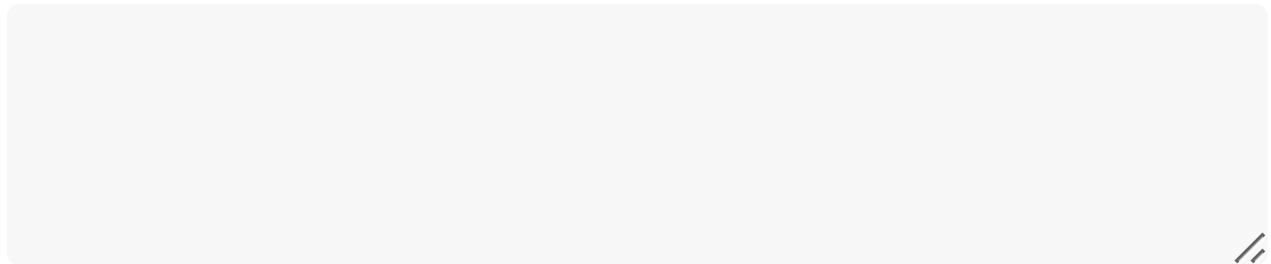
 1:36 min video



Key Takeaways:

8 reasons Perseverance is paramount to realize value-added innovation. Perseverance is paramount so we can:

1. Define the real problem.
2. Cycle through the innovation process.
3. Operate outside of your default preference.
4. Work with your team who views and paces differently than you.
5. Test to fail.
6. Overcome obstacles and obstructionists.
7. Not lose the passion behind the vision.
8. Produce value-added solutions.



Personal Reflection:

1. What outcome have you seen because of your own perseverance?
2. Which of the eight reasons to persevere do you find most challenging and why?
3. How might you approach perseverance in that area differently?



Activity:

Go to seedsinnovation.com/perseverance and watch the following video focusing on innovation perseverance.

Perseverance Section 4



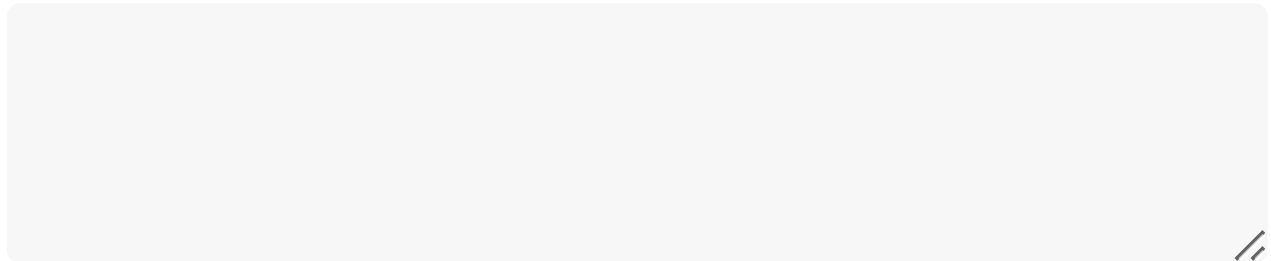
SAM WELCH

 2:20 min video



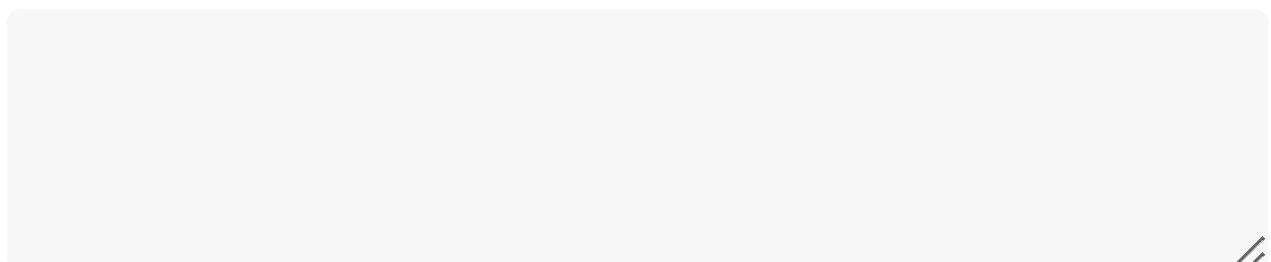
Activity:

Go to seedsinnovation.com/davidgoggins and watch the video about former Navy Seal and ultra-Marathon runner, David Goggins.



Key Takeaways:

1. Paul reminds us in 1 Corinthians 9:24, *"Do you not know that in a race all the runners run, but only one gets the prize? Run in such a way as to get the prize. Everyone who competes in the games goes into strict training. They do it to get a crown that will not last, but we do it to get a crown that will last forever. Therefore, I do not run like someone running aimlessly; I do not fight like a boxer beating the air. No, I strike a blow to my body and make it my slave so that after I have preached to others, I myself will not be disqualified for the prize."*
2. Hebrews 12: 1-2 says: *"Therefore, since we are surrounded by such a great cloud of witnesses, let us throw off everything that hinders and the sin that so easily entangles. And let us run with perseverance the race marked out for us, fixing our eyes on Jesus, the pioneers and perfecter of faith. For the joy set before him he endured the cross, scorning its shame and sat down at the right hand of the throne of God."*





Personal Reflection:

1. Ask yourself: What is my why?
2. Is it powerful enough to keep me persevering?
3. Have I maintained my why or has it weakened?



Group Discussion:

1. Is our team comfortable moving into spaces of chaos and divergence so that we can innovate? If not, how might we gain comfort in that ambiguity space which may not be our default?
2. Which of the above 8 reasons to persevere does our team struggle with and how might we overcome it?
3. How does your team deal with failure?
4. Do you feel like you are allowed to fail?
5. Reflect on past failure that led to new and useful insights. What were they and how did they affect future decisions?

Supplemental Notes:

1. Define the real problem. It's easy to assume what the problem might be. However, until we've gained deep insights from our end-users, understanding their values and beliefs today, we can't actually identify the real problem.
2. Cycle through the innovation process. This is not easy. The front side of innovation can feel like a breeze. Yet, most innovation projects fail on the back end where execution skills and tools are necessary to operationalize innovation.

3. Operate outside of your default preference. Each of us has a default way in which we work. Yet, to innovate on a team, we need to become incredibly comfortable suspending our preferences.
4. Work with your team who views and paces differently than you. Some of us are introverts, others are extroverts. Some like to work alone, others in teams. And, some enjoy imagining the possibilities and thinking divergently, while others default to converging on a single perceived solution. A few members may plot slowly, considering every step and others consider steps only as they are running. We must be comfortable with operating in spaces of ambiguity and uncertainty so we can generatively work together on our team to create value-added solutions.
5. Test to fail. Testing is the 5th stage in Design Thinking. We don't test to prove we are right or show off our new idea. Rather, we test to identify weak points, gain end-user feedback, and relaunch in a way that our prototype better represents the needs, views, beliefs, and values of those we serve. However, if you view failure as a personal defeat or a reflection of you from other's perspective, we miss the point all together. See testing to fail as a step in the design process, not a personal defeat.
6. Overcome obstacles and obstructionists. We often quit or become dismissive when we receive pushback. Innovation requires perseverance because you will get pushback and hit obstacles.
7. Not lose the passion behind the vision. Innovation is difficult and can uncover some very unhealthy personal or team characteristics and behaviors. Those challenges are emotional and have a tendency to drain our passion that we once had. Innovation requires perseverance to keep the Why ever before you.
8. Produce value-added solutions. It's easy to presume we've innovated because we've created a new system, process or product. However, if it does not create value for those you serve, and your organization, we've missed the mark all together. Push through the temptation to simply create something new and stretch further to ensure it actually reflects the deep needs of your end-users and customers, while adding benefit to your organization as well.

