

CHAMELEON LEADERSHIP



Take Flight Learning

PROFILE



Crystal Owlfeather

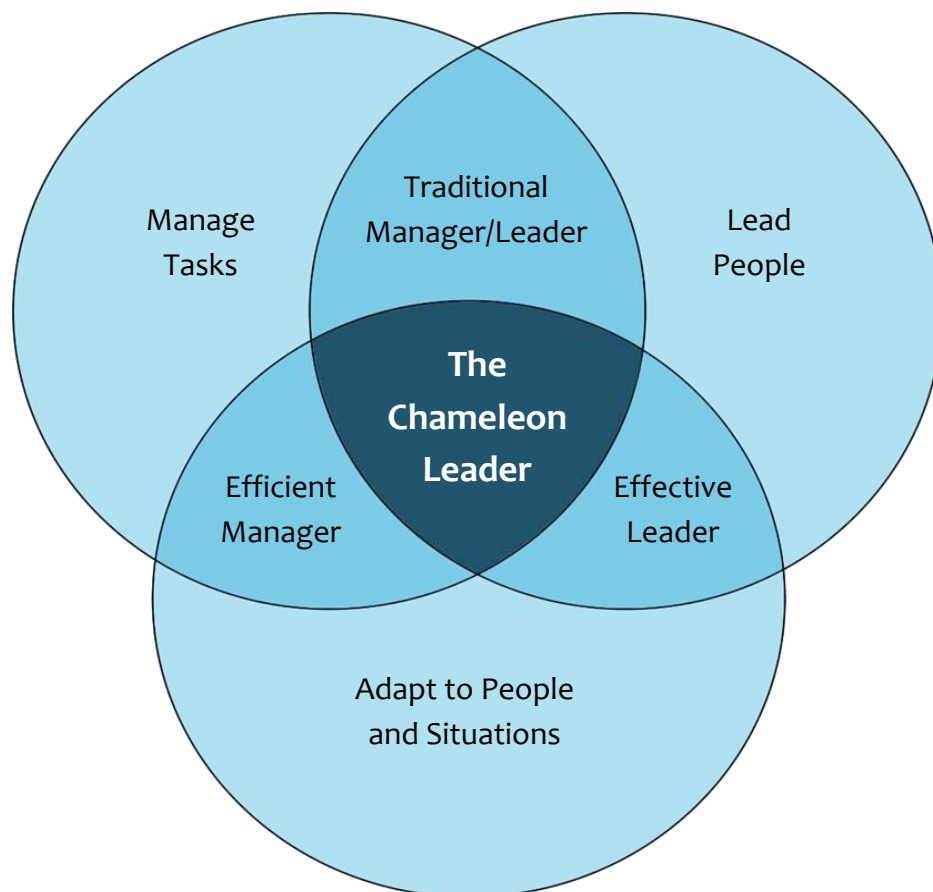
May 6, 2019

What is a Chameleon Leader?

Some leaders operate with fluid grace. They seem to connect effortlessly with people. Their visions resonate widely. Their teams flow at work. Their timing is impeccable. People receive their feedback with appreciation. Confident yet modest, creative yet methodical, empathetic yet tough, analytical yet intuitive, these leaders seem superhuman. These are Chameleon Leaders.

Although Chameleons appear to be natural-born leaders, they are not. They cultivated that grace through awareness, practice, and presence. They grow aware of their strengths and weaknesses. They practice effective habits and behaviors, including ones that feel unnatural. They are ever-present to other people, registering who they are and what makes them tick.

Intentionally or not, Chameleon Leaders learn to exhibit the strengths of each style in the right moments. Chameleons can tap into the Eagle, Parrot, Dove, or Owl at will. Our personality styles determine what we are likely to do on autopilot. Chameleon Leaders turn off autopilot, take the controls, and learn to navigate the skies of their personality. You will do the same in this course. You'll grow to operate more consciously and intentionally. You'll learn to move effortlessly through work and life, just like the Chameleon Leaders we admire.



Style Characteristics

The chart below presents how each personality style approaches the core responsibilities of leadership. These are the diverse capabilities available to Chameleon Leaders.

<ul style="list-style-type: none">• Communicates directly and concisely• Listens for the key points• Gives candid, result-oriented feedback• Delegates strategically• Runs focused meetings• Creates a high-achieving culture• Coaches people to take action• Engages people with confidence• Pursues bold, risky visions	<ul style="list-style-type: none">• Communicates with excitement and passion• Listens for the good in everything• Gives positive, motivating feedback• Delegates through empowerment• Runs invigorating, participatory meetings• Creates a high-morale culture• Coaches people to think big• Engages people with stories and charisma• Pursues imaginative, innovative visions
<div>Eagle</div>	<div>Parrot</div>
<div>Owl</div> <ul style="list-style-type: none">• Communicates with detail and precision• Listens attentively and analytically• Gives constructive, reflective feedback• Delegates with structure and organization• Runs informative, data-driven meetings• Creates a culture dedicated to quality• Coaches people to think critically• Engages people with logic and reason• Pursues iterative, well-tested visions	<div>Dove</div> <ul style="list-style-type: none">• Communicates with empathy• Listens with the heart• Gives supportive, validating feedback• Delegates with step-by-step directions• Runs organized, collaborative meetings• Creates a welcoming, nurturing culture• Coaches people to feel good• Engages people with compassion• Pursues humane, thoughtful visions

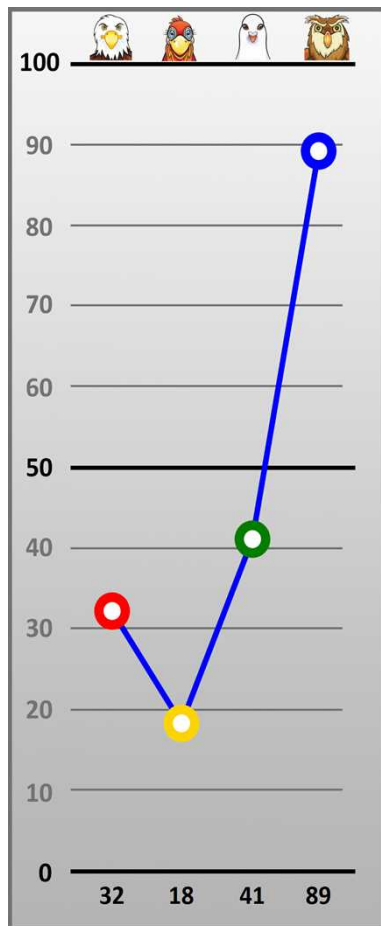


Becoming The Chameleon Leader

Manager	Leader	Chameleon Leader
Focus on the short-term	Focus on the long-term	Communicate vision in a way that resonates with everyone
Foster dependent thinking	Encourage independent thinking	Honor different styles of thinking
Influence through power, job title, and expertise	Influence through passion, vision, and empowerment	Influence by connecting on a deep personal level
Set goals to achieve quantifiable results	Inspire commitment through shared goals	Achieve goals by tapping into natural talents and strengths
Delegate to achieve objectives	Delegate to develop people	Delegate within each individual style
Recognize process and outcomes	Acknowledge impact and contribution	Provide feedback based on style



Your Chameleon Leadership Graph



This graph represents your overall style. Note that you are not just an Eagle, Parrot, Dove or Owl. You are a combination of all four styles to varying degrees. The highest point on the graph represents your strongest style. Any styles that are above the midline (50) require less flexibility and are likely to determine how you engage in the leadership process.

Behavioral Insights

Crystal, your leadership is all about identifying and solving problems. You instill structure, order, and clarity wherever it's lacking. Your staff likely finds it straightforward to meet your expectations thanks to clear timelines and attention to process. You create an environment that runs with clock-like precision, resiliency, and repeatability. Under your direction, teams continuously improve quality and efficiency.

As a leader, you want detailed information about everything. Your teammates learn to stack reports with data about every challenge, failure, opportunity, and contingency. You choose to confront complexity rather than reduce it to a simplistic form. Teammates come prepared for your questions and bottomless appetite for knowledge.

Your interactions with teammates are rigorous. Your meetings follow planned, no-fluff agendas. When you delegate tasks, you give directions because you don't want colleagues to fail – or to execute below your standards. Whether you're critiquing someone's work or sharing ideas, you provide the reasoning behind your position. Teammates know to listen carefully and take your words seriously.



Although your ordered leadership improves quality and efficiency, it can hinder creativity, speed to action, and professional growth. Your teammates may feel like they aren't allowed to test new ideas or tinker with your processes. In emergencies, you may not act decisively, and your teammates may feel disempowered to act without your approval. You risk creating stasis in situations that demand an immediate response.

Because you give such detailed directions, your teammates may not learn to think for themselves, which is critical to their professional growth and leadership potential. And if you feel that teammates cannot meet your high standards, you may take on too much work. You assume that it's better to do it right the first time than to let someone else mess up, in which case you'll have to do the work anyway. This mindset can cause you to burnout and can starve your teammates of chances to act independently and learn from their failures.

Eagle and Parrot teammates may be afraid to approach you with new ideas. You tend to only treat ideas seriously if they're backed by a preponderance of reason and data, but those two styles often start with intuitive, creative bursts then work their way backwards to the logic. You may snuff out good ideas before they have a chance to develop. Beware of falling behind risk-hungry, edgy competitors.

Parrots and Doves might feel demotivated by your leadership style. They tend to thrive on positive feedback, support, and encouragement, but you tend to search for flaws. Celebrating achievements or throwing an exclamation mark (or three) into an email isn't your style, so even when you're pleased with people's work, they might not realize it. Try to show appreciation, even it feels awkward.

Your ideal environment is one committed to quality. In fields like engineering, finance, or quality control, where getting it "right" is important, your leadership style thrives. You want the freedom to use processes and methodologies that you believe in. You will not tolerate a system imposed by someone else who hasn't thought through the who, what, when, where, why, and how of everything.

You are motivated by complex problem-solving and the pursuit of mastery. Whatever you do, you pursue it as a craft and feel pride in the fruits of your labor. Thus, you're likely to internalize critique, reflect deeply, and improve accordingly. That said, you risk ruminating on feedback far longer than Eagles, Doves, and Parrots because you feel pride in your work.

Chaos does not scare you away. In fact, chaos is enticing if you have the authority to create order from it. In leadership, accept that you cannot control everything. Pick the problems that need your careful oversight, but don't hog the puzzle. Let others add their pieces, too.

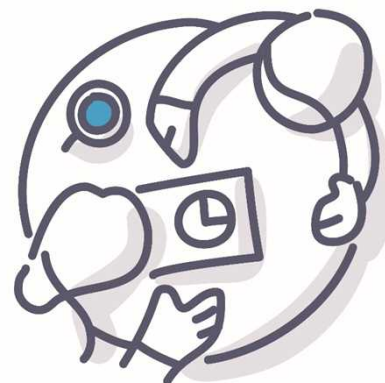


Communication

The word “communication” journeyed some way from its roots. Today, we think of communication as the sending, receiving, or exchange of information through speech, words, and images. However, the word evolved from the Latin *communicare*, which can mean to share, inform, unite, participate in, and make common.

That last definition – to make common – is what Chameleon Leaders do. Too often, we speak in our own style, not on common ground. When we communicate with people the way they prefer to communicate, they can share in our perspective. We can unite disparate people behind our visions, choices, ideas, and opinions.

At its best, communication fuels community. Hence, communication is a social ideal we strive after, not just a ping-ponging of information. As leaders, we must understand our own communication style so that can make information common to all.



Crystal's Strengths...

- *You think and rehearse before speaking up*
- *You admit to uncertainty and complexity*
- *You adhere to a high standard of integrity*
- *You critique ill-informed or underdeveloped ideas*
- *You put accuracy over entertainment*

Crystal's Potential Behaviors Under Stress...

- *You're overly critical of performance*
- *You dodge or attack unexpected questions*
- *You rigidly adhere to rules even when breaking them might be wise*
- *You become indecisive when critical decisions need to be made*
- *You expound on data and methodology beyond what an audience can absorb*



Communication in Action

Pick a situation in which you overused your natural communication style. What went wrong? How could you have changed your approach to find common ground with your team?

In what medium – email, instant messaging, group conversations, social media, public speaking, etc. – do you experience the most miscommunications and why? What could you do to prevent them?



Vision

A Japanese proverb states, “Vision without action is a daydream. Action without vision is a nightmare.” The proverb recognizes that some personality styles get stuck in their heads, unable to mobilize people or take tangible steps. Other personality styles rally their team and leap into action without considering and communicating what they intend to do.



Since our style shapes how we bridge the gaps between vision and reality, others may struggle to picture what we imagine. “Why isn’t anyone willing to take this risk?” wonders an Eagle. “Doesn’t anyone get how big this idea could be?” asks the Parrot. “Why can’t they imagine how appreciated our customer would feel?” thinks the Dove. “Can’t they see how much more efficient this process would be?” laments an Owl.

Chameleon Leaders learn to convey visions that move others in the desired direction. With self-awareness, they can cultivate and share visions that fill everyone with purpose.

Crystal’s Strengths...

- You use data and persuasive arguments to sell your vision to others
- You pursue vision with patience and quiet determination
- You troubleshoot problems in the vision early and promptly
- You iterate the vision through testing and experimentation
- You’re comfortable with complex, technical visions

Crystal’s Potential Behaviors Under Stress...

- You struggle to build excitement for vision
- Your preponderance of details may overwhelm or confuse teammates
- You talk yourself out of interesting, ambitious visions
- You believe that facts alone are enough to support a vision and thus discount emotional reactions
- You struggle to build interest in the vision beyond a small, knowledgeable team



Vision in Action

Consider your vision for your team or department. What style does it embody? Provide an example of how your style reflects itself in your vision.

Which of your team members seem to be least interested in the vision or most resistant to it? What steps could you take to address their concerns and earn their buy-in?

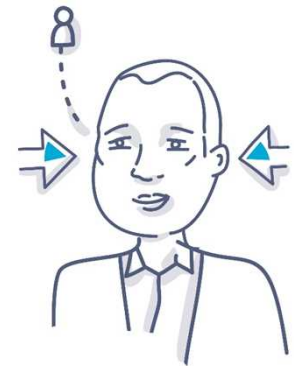


Listening

As the baseball player Yogi Berra wisely said, “You can see a lot, just by listening.” Listening to others with our ears, head, and heart brings the world into focus and creates connection with the people we lead. Listening is a skill – something we can practice and improve, just like a yoga pose, photographic technique, or baseball swing. What we listen for and why has a lot to do with our personality style.

For example, Eagles listen for big-picture, actionable ideas while often ignoring the specifics. Parrots listen to and share stories related to the topic at hand. Doves pick up on body language and tune into emotions, while Owls analyze the logic and details of what is being shared.

No matter how focused or practiced our listening becomes, our personality styles may filter what we notice. Therefore, Chameleon Leaders are self-aware of the tendencies and blind spots that shape their listening.



Crystal's Strengths...

- *You most likely take notes*
- *You analyze information while listening*
- *You have a long attention span*
- *You spend more time listening than speaking up*
- *You stay focused even when the subject is dense*

Crystal's Potential Behaviors Under Stress...

- *You're a highly skeptical, even hostile listener when the speaker lacks logic*
- *You bias towards quantitative information while ignoring qualitative opinions*
- *You assume incompetence when others share ideas based on intuition rather than fact*
- *You're liable to obsess over one piece of information that you disagree with*
- *You miss emotional content and social cues*



Listening in Action

When you listen to teammates, what type of information are you most likely to miss? What have been the consequences or costs of that blind spot?

Who on your team do you find it hardest to listen to? Why do you struggle to listen and how might you become a better audience for this individual?



Meetings

Businesspeople overwhelmingly hate meetings. The quotes from management gurus trashing meetings could fill several books. Over 290 Dilbert cartoons are tagged ‘#uselessmeetings’ in Scott Adams’s digital archive. How is it that we despise meetings yet we spend so much time in them?

Dilbert captured this conflict best when he described his timesheet: “As usual, I coded the useless hours spent in meetings as ‘work,’ whereas the time I spent in the shower designing circuits in my mind is ‘non-work.’”

Perhaps meetings seem useless to us because they are a setting in which personalities either clash or are frustrated by the format. Imagine an Eagle in a meeting that lacks focus or a Parrot that must listen to detailed presentations in silence. Picture an Owl in a meeting where people advance raw ideas or a Dove caught in the midst of a heated debate.

Meetings put Eagles, Parrots, Doves, and Owls around one table, and by some miracle, are expected to solve problems, brainstorm ideas, share knowledge, or make important decisions – and be pleased with the outcome they reached.

Meetings can feel like “useless hours,” as Dilbert put it, because people often feel like meetings are not run the way they would run them. However, if we understand how each style approaches meetings, we can develop an approach that satisfies everyone.



Crystal's Strengths...

- You request data and information be brought to the meeting
- You create an agenda and stick to it
- You specialize at problem-solving meetings
- You remember meeting content and take it seriously
- You're unafraid to raise tough questions and express skepticism

Crystal's Potential Behaviors Under Stress...

- You rigidly adhere to prearranged meeting topics, even if a tangent is important and relevant
- You struggle to finalize decisions and choose a course of action
- You miss emotional content and body language
- You explore one thought or idea so deeply that you can't get to all the topics at hand
- You struggle to keep a flow, allowing awkward silences



Meetings in Action

Think of the last time you led an important meeting that seemed like it could have gone better. What went well, and what would you do differently from a style perspective to make it better next time?

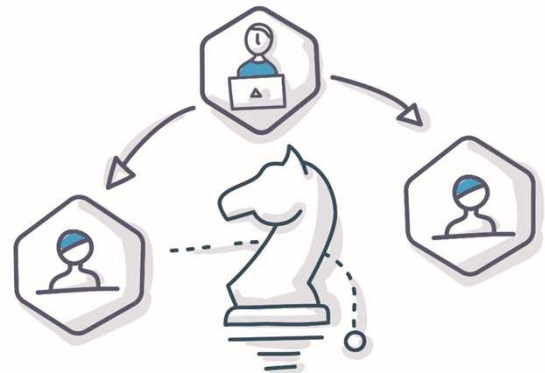
In your regular meetings, are there any individuals who either dominate or do not contribute at all? Based on this person's style, what could you do to gracefully contain or engage these individuals?



Delegation

During the midterm election season of 1956, President Dwight D. Eisenhower offered his colleagues the following advice: “The essence of leadership is to get others to do something because they think you want it done and because they know it is worthwhile doing...” It’s a Chameleon way to think about delegation.

To delegate is to entrust a task or responsibility to another person. The trouble is that our natural delegation style can clash with the way that our teammates like to receive and pursue their assignments. For example, an Eagle who practices “drive-by delegation” might make a Dove feel directionless and therefore less trusting in himself. Or, an Owl who bombards a Parrot with too much information can make the Parrot feel micromanaged and untrusted.



As Eisenhower recommended, we can learn to deploy different motivators, directions, and explanations of why a responsibility is worthwhile. We can adapt our delegation style to each personality. To cultivate this skill, we’ll examine our style’s natural strengths and overuse tendencies when delegating.

Crystal’s Strengths...

- You provide immense data and detail about delegated tasks
- You collect data to assess whether people are performing their duties as intended
- You clearly convey expectations
- You think carefully about what to delegate and how to delegate
- You give logical, tested directions on how to best complete certain tasks

Crystal’s Potential Behaviors Under Stress...

- You assume that others will interpret information the way you would
- You micromanage tasks, insisting that things be done one “right” way
- You’re inflexible with due dates and timelines
- You maintain ownership of key responsibilities, feeling that no one else can do them properly
- You require justification for every action, creating an administrative burden



Delegation in Action

Think of a task that you regularly delegate to teammates. Write down how you would communicate that task to each of the four personality styles. What would you say or provide to engage each style?

Of your responsibilities, which is the hardest to delegate but the most time- or energy-draining? Describe that task and how you might delegate it to a specific person you lead.

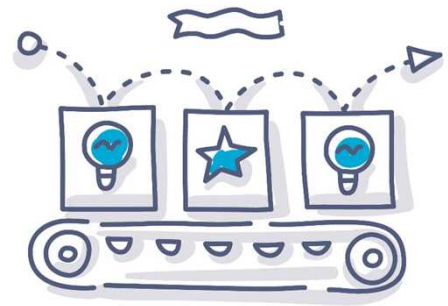


Feedback

“To feed back” is to reintroduce the outputs of a system as inputs. Based on what teams do, leaders offer feedback that, ideally, shapes their work and creates better results next time. Whether the feedback is critical or positive, it’s meant to redirect or reinforce behaviors. But it only works if the recipient receives the message.

The problem is that managers tend to give feedback in their own personality style rather than in the style of the recipient. To an Eagle, gentle Dove feedback would sound like white noise. Conversely, for a Dove, hearing blunt, direct Eagle feedback can feel hurtful.

Chameleon Leaders give and take feedback with an awareness of each personality style. As a result, their staff members hear the message clearly, understand the content, and act upon it. The feedback cycles through the team, raising its potential and creating yet more opportunities to learn and grow.



Crystal's Strengths...

- *You provide a tremendous amount of feedback to help improve performance and quality*
- *You follow up with actions based on feedback to see whether it worked or not*
- *You provide precise recommendations without any ambiguity*
- *You encourage incremental, targeted improvement rather than sweeping change*
- *You seek to optimize and refine processes and behaviors*

Crystal's Potential Behaviors Under Stress...

- *You don't tune into emotional reactions to your feedback*
- *You provide significantly more feedback to redirect the bad than reinforce the good*
- *You come across highly critical and unsympathetic*
- *You firehose people with more critique than they can implement*
- *You don't notice the impact of interpersonal dynamics on performance*



Feedback in Action

Think of three situations in which teammates were resistant to your feedback. What did you say, why do you think they were resistant, and how would you change your approach in retrospect?

Consider how you provide feedback and whether that feedback is balanced between positive and constructive. Do you provide one more than the other? Why?



Accountability & Coaching

“The delicate balance of mentoring someone,” said director Steven Spielberg, “is not creating them in your own image, but giving them the opportunity to create themselves.” It is a spot-on description of how Chameleon Leaders coach their people.

When we try to create teammates in our own image, we impose our personality style on them. The Eagle leader who mentors a Dove to be direct, dominant, and achievement-focused will subdue the Dove’s natural strengths. Likewise, an Owl who forces her organized, analytical style on a passionate, creative Parrot will see that approach backfire.



Instead, we can coach people to be themselves and hold them accountable to their own definitions of success. Although we may help people stretch beyond their personality styles, we do so without trying to change who they are. When we coach like a Chameleon Leader, we help people create themselves.

Crystal’s Strengths...

- *You hold people accountable to deadlines and milestones*
- *You set clear standards to facilitate responsibility*
- *You have a systematic approach to teaching new skills*
- *You follow up regularly to ensure that projects are on track*
- *You help people refine their techniques and methods*

Crystal’s Potential Behaviors Under Stress...

- *You struggle to coach creativity and out-of-the-box thinking*
- *You discourage staff from taking risks*
- *You seek to be involved in all decision-making*
- *You give “the right” answer before letting people wrestle with the question*
- *You flood team members with too much feedback*

Accountability & Coaching in Action

Think of three people who you currently coach. If they were giving anonymous feedback about how you coach them, what do you think they would say?

Next, picture yourself sitting down with each these individuals for your next coaching sessions. What could you say, plan, do, or ask to improve these relationships in one session?



Engagement

Perhaps no measure of leadership is more telling than “engagement.” We can think about engagement as creating the optimal alignment between performance and satisfaction. Engaged people are both productive and happy.

Gallup polling has found that 85 percent of worldwide employees are not engaged at work, costing the global economy \$7 trillion in productivity. Who or what is supposed to engage them, and what are people supposed to be engaged in?

Conventionally, engaged people are interested in what they are doing, and engaging leaders are adept at captivating the interests of others. They recognize that Eagles, Parrots, Doves, and Owls have different needs and they adjust accordingly for their direct reports. Chameleon leaders create an environment in which their team members appreciate their leader, enjoy the work environment, and generate superior results.



Crystal's Strengths...

- *You engage people in tasks that require investigation*
- *You motivate teammates to acquire and share knowledge they find interesting*
- *You find the salient points in dense information*
- *You promote engagement through curiosity and wonder*
- *You engage teams with articulate reasoning and powerful data*

Crystal's Potential Behaviors Under Stress...

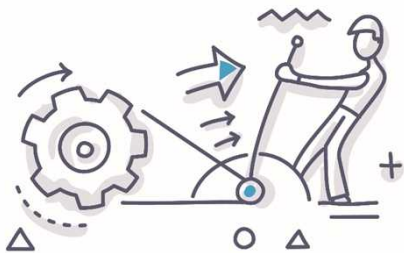
- *You don't outwardly show the positivity and passion that engages certain styles*
- *You ask people to redo or iterate work to a point where they feel disengaged*
- *You grow obsessed with narrow problems and projects that don't engage others*
- *You disengage teammates by being too skeptical of their ideas*
- *You decide what is important and worth pursuing without asking others*



Engagement in Action

Picture the last time your team seemed disengaged at work. How might your leadership approach have contributed to the situation? What do you think a Chameleon Leader would have done to prevent the disengagement or re-engage the team?

Let's assume that 34 percent of your team is engaged, the average among U.S. employees according to Gallup. What concrete steps could you take over the next month to increase that percentage?



Creating Culture

For two decades, people have argued that “culture eats strategy for breakfast.” When did culture become so hungry?

The term “business culture” rarely showed up in printed work until the 1980s. Then, it skyrocketed. Researchers grew interested in the behaviors, values, norms, and rituals that defined organizations. In this knowledge economy, how people experienced work became just as important as how many units of gizmos they could produce.

Today, we celebrate engaging cultures but don’t consider the personalities that drive them. Leaders often create a culture in which they will thrive but fail to consider what their people need. Chameleon Leaders understand their people and create a culture in which they are both motivated and productive.



Crystal’s Strengths...

- You prize documentation and knowledge-sharing
- You value precision and quality in all behaviors and output
- You encourage everyone to ask, “Why?”
- You enforce prudent spending and financial management
- Your culture runs tests and experiments before making changes

Crystal’s Potential Behaviors Under Stress...

- Your workplace feels routinized and rigid
- Your leadership feels inaccessible or distant
- You discourage or systematically prevent spontaneity
- You expect everyone to follow exact, tedious procedures
- Your Eagle and Parrot teammates feel micromanaged and stifled



Creating Culture in Action

List the eight most noticeable characteristics of your organization's culture. Which personality styles are overrepresented or underrepresented on this list?

Go through each of the four styles (Eagle, Parrot, Dove and Owl) and identify why each style would either thrive or be disengaged in your current team environment. Consider whether you need to make changes to better engage everyone in your culture.

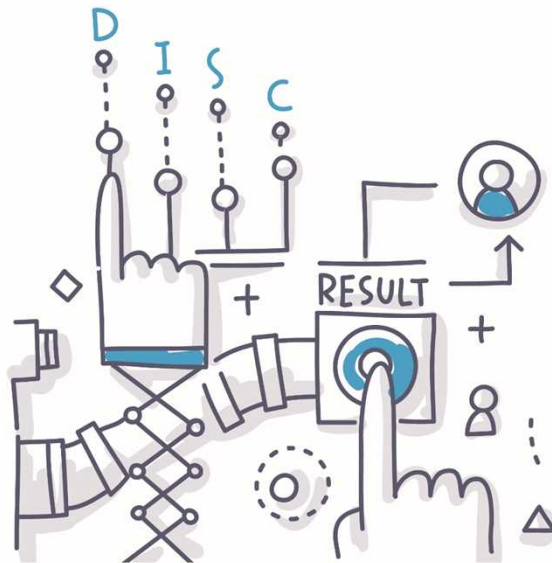


Style & Overuse

George R.R. Martin, author of the Game of Thrones series, wrote, “The brightest flame casts the darkest shadow.” Our greatest strengths allow us to shine, but sometimes, those strengths give off so much light, they blind us to how we impact others.

When we turn up the heat on our style, we create friction. We push other people’s buttons and damage relationships. We become locked into only one way of doing things, and the shadow side of our style becomes visible. This causes us to close off possibilities and turn our greatest strengths into weaknesses.

If we understand our personality style, we can avoid situations in which our strengths flair into overuse. This self-awareness allows us to shine our light as Chameleon Leaders.



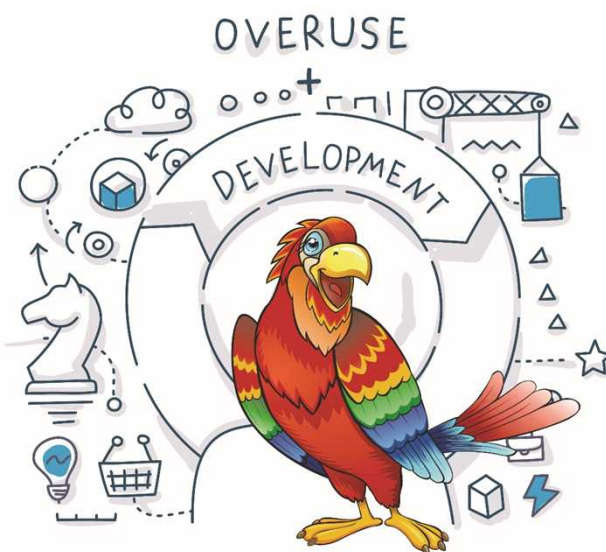
Eagles in Overuse

1. Cultivate patience for people who speak, think, and make decisions slower than you do.
2. Embrace details, nuance, and subtleties that might make you a more effective leader.
3. Learn to answer questions from teammates who need more direction to meet your expectations.
4. In stressful moments, recognize when intensity and drive escalate into anger and aggression.
5. Try being inactive from time to time, noticing what surfaces when you're not the busiest leader.
6. Give some feedback that is purely positive. Sometimes people need encouragement, not correction.
7. Elicit more participation from the Doves and Owls who seem quiet in your meetings.
8. Beware of setting overly ambitious goals that push people to take shortcuts or completely shutdown.
9. Rather than overload top performers, figure out how to tap the diverse talents you've underestimated.
10. Involve to the people who aren't speaking. The loudest voice isn't necessarily the most accurate.
11. When you feel overconfident and unstoppable, that is the time practice humility and self-reflection.
12. Be careful of stoking rivalry and competition at the expense of collaboration and shared purpose.
13. Bustle and busyness aren't necessarily productive, so be conscious of what your culture rewards and why.
14. Assume that feelings of boredom or disinterest are more about you than the speaker.
15. Recognize that the line between working hard and burning out is different for each person and role.



Parrots in Overuse

1. When you feel optimistic that nothing can possibly go wrong, that's the time to practice some skepticism.
2. Notice when your drive for attention distracts the audience from the ideas and vision you want to sell.
3. Remember to share credit with the people who work quietly to further your goals.
4. Rather than being positive out of habit, point out specifically what you like and why.
5. Grow comfortable being serious when enthusiasm and optimism may seem artificial or inappropriate.
6. Learn to embrace silence and resist the temptation to interrupt or share your own story.
7. Actively encourage Owls and Eagles to find flaws in your ideas so that your visions can grow stronger.
8. Critique may sting in the moment, but giving it can protect and develop your teammates.
9. Be more willing to hold teammates accountable – they won't like you less for pushing them to succeed.
10. In meetings, hand off some of your speaking time to Owls and Doves who are usually quiet.
11. When you feel disorganized, ask Doves and Owl for help and welcome some structure into your life.
12. Notice when you're delaying hard conversations for fear that they'll hurt your popularity with the team.
13. Use your communication abilities to make "boring" information interesting and usable to others.
14. Cultivate the resolve to give people the unfun but critical jobs that no one will take willingly.
15. Commit to seeing plans through, even when you feel tempted to brainstorm the next big thing instead.



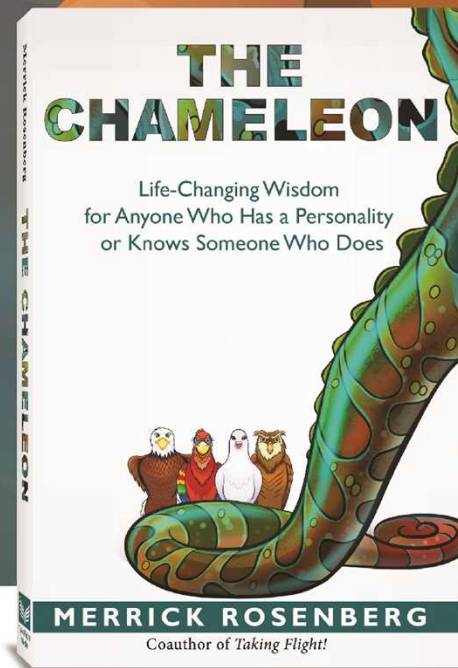
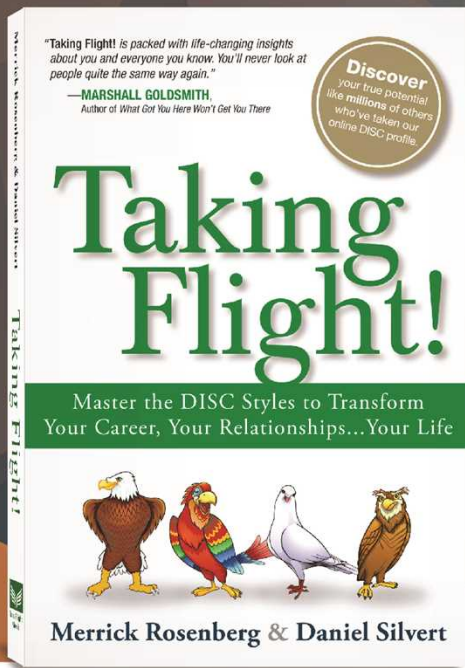


Owls in Overuse

1. Pay attention to your teammates' body language and tone when you're communicating.
2. Ask people how they "feel" in situations where you'd normally ask what they "think."
3. When the data contradicts your staff's gut feelings, explore why that is.
4. Practice giving feedback that is positive and motivating rather than critical or instructional.
5. When your teammates raise an ambitious idea, consider how it might work, not why it won't work.
6. Invite people to tinker with your methodology and improve it with creative ideas.
7. Notice when critique becomes hurtful rather than helpful to the people you're coaching.
8. Be willing to say that something is "good enough" and strive for perfection only where it matters.
9. Try delegating tasks that you normally do because you're worried others will do them improperly.
10. Practice delegating responsibilities with a minimum of direction.
11. Note when your desire to research and test everything delays a timely decision.
12. Try having some impromptu discussions to discover what you say when you haven't rehearsed.
13. When you think something is a problem, ask others if they think so too. The danger could be exaggerated.
14. Raise morale with celebrations, awards, positive feedback, and other tools you may underutilize.
15. Let your passion and excitement for ideas shine through. It might inspire others to support your vision.



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