CLARKE BIGGER, BRAVER, BOLDER.

Igniting our passion and imagination to realize a prosperous and flourishing world.

An Appreciative Inquiry Summit

The Q Center
St. Charles, Illinois
February 17 - 19, 2016

Participant Workbook

Name: _____

It began in 2008. When we came together for the first time to imagine a *different* Clarke. In that first collective gathering, we explored the concepts of sustainable value and initiated programs to reduce our environmental impact, inspire healthy lifestyles, and expand our care and support for the communities in which we serve.

Then, in 2012, we came together again for our first three-day appreciative inquiry summit, with a goal to adopt a mindset of radical innovation to accelerate a sustainable Clarke and secure our shared global future. In those three days we imagined. . . and then deployed . . . initiatives that:

- Put us on the path to zero waste certification;
- Accelerated the development of our next generation of products and services;
- Elevated the focus on customer experience;
- Broadened our Clarke Cares philanthropy efforts;
- Envisioned a culture of extraordinary health and happiness;
- Invited us to be a bold catalyst for change in the world; and
- Inspired us to create the Clarke Campus of the future.

Today, we come here again to ignite our passion and imagination to create a healthy and prosperous world.

Over the next few days, we'll harness the power and capabilities of our entire business ecosystem - employees, customers, suppliers, partners, advisors, and thought leaders – and leverage our strengths to bring the next phase of our journey into focus.

In this effort, we'll ask questions. Such as…How might we foster a euphorically engaged workforce? And how might we articulate a community of beliefs to guide our growth, purpose and contributions to the world?

Our work will reveal the dynamic and signature strengths of our organization – the "heart of Clarke". And I am confident that this "heart" has the capacity to inspire and transform us and others beyond anything we ever thought possible.

As we begin our work together, I invite each of you to think bigger. To think bolder. And to bravely engage the power of your imagination as we create our healthy and prosperous world.

Sincerely,

J. Lyell Clarke, III
President & CEO

SUMMIT OBJECTIVES

1. Create spaces and systems that empower a fully and euphorically engaged workforce.
2. Establish a community of beliefs that guide our growth, our purpose and our contributions to the world.
3. Illuminate our dynamic and signature strengths to bring the "heart of Clarke" to the world in a manner that inspires and transforms others.

Summit Agenda

Day One (February 17) – DISCOVERY

8:00 am – 12:30 pm	Welcome and Opening Address—Lyell Clarke ● Current state of the business ● The focus of the summit: Our Summit Task ● Business case for accelerating Sustainable Clarke+ Overview of Appreciative Inquiry Summit—David Cooperrider ● How we will be working for the next three days ● 4-D cycle and our agenda ● Connections ● Set up and conduct opening AI interviews Roundtable Discovery and Report Outs Keynote Speaker on Flourishing—Raj Sisodia, author of *Conscious Capitalism*.
12:30 pm – 1:30 pm	Lunch
1:30 pm – 5:15 pm	Roundtable Discovery and Report-Outs: Identifying "Proudest Prouds" and Success Factors in common stakeholder groups Heart of Clarke Activity Jazz Improv Workshop Insights and Reflections
5:15 pm – 6:30 pm	Break
6:30 pm – 9:00 pm	Cocktail Reception & Bike Build

Day Two (February 18) – From DREAM to DESIGN

8:00 am – 11:30 am	Welcome and Opening Reflections Roundtable Discussion: Images of the future we want to create – Clarke+ in 2021 Creative presentations of scenarios Our common ground future and emerging opportunities
11:30 am – 12:45 pm	Lunch
12:45 pm - 5:30 pm	Opportunity areas Self selection into "design studios"—participants vote with their feet to select the opportunity area they most want to work on Creative Source Activity Design Studio Part I - Build new groups around opportunity areas: ● Brainstorming in groups: "How might we…?" ● Clustering most promising opportunities for designing Design Studio Part II – Rapid Prototyping Presentations of early prototypes ● Presentations and feedback ● Gallery walk posting feedback on prototypes – "what's best" and "ways to strengthen" Insights & Reflections

Day Three (February 19) – From DESIGN to DESTINY

8:30 am – 11:30 am	Welcome and Opening Reflections Design Studio Part III ● Design groups refine and strengthen prototypes based on feedback ● Creation of Aspiration Statements ● Aspiration Plans
11:30 am – 12:30 pm	Working Lunch
12:30 pm – 3:00 pm	Presentations: highlights and headlines ● Our group's next steps to build momentum and organizational action ● Aspiration statements of impact we see in the future Our "Going Forward" strategy Closing Reflections Renewal

What is an Appreciative Inquiry (AI) Summit?

The WHOLE SYSTEM participates—a cross-section of as many internal and external stakeholders as possible—people and groups that care about and have a stake in the future of the organization. This means more diversity and less hierarchy than is usual in a working meeting, and a chance for each person and stakeholder group to be heard and to learn other ways of looking at the task at hand.

TASK FOCUSED—a summit is task focused, not simply an educational event or a conference. We are here to accomplish the task of building our vision and plan of action for creating a sustainable, innovative and creative company in ways that strengthen the real foundation of our business—creating new sources of shareholder value, employee and customer value, and societal value.

Future scenarios are put into HISTORICAL and GLOBAL perspective. That means thinking globally together before acting locally. This enhances shared understanding and greater commitment to act. It also increases the range of potential actions.

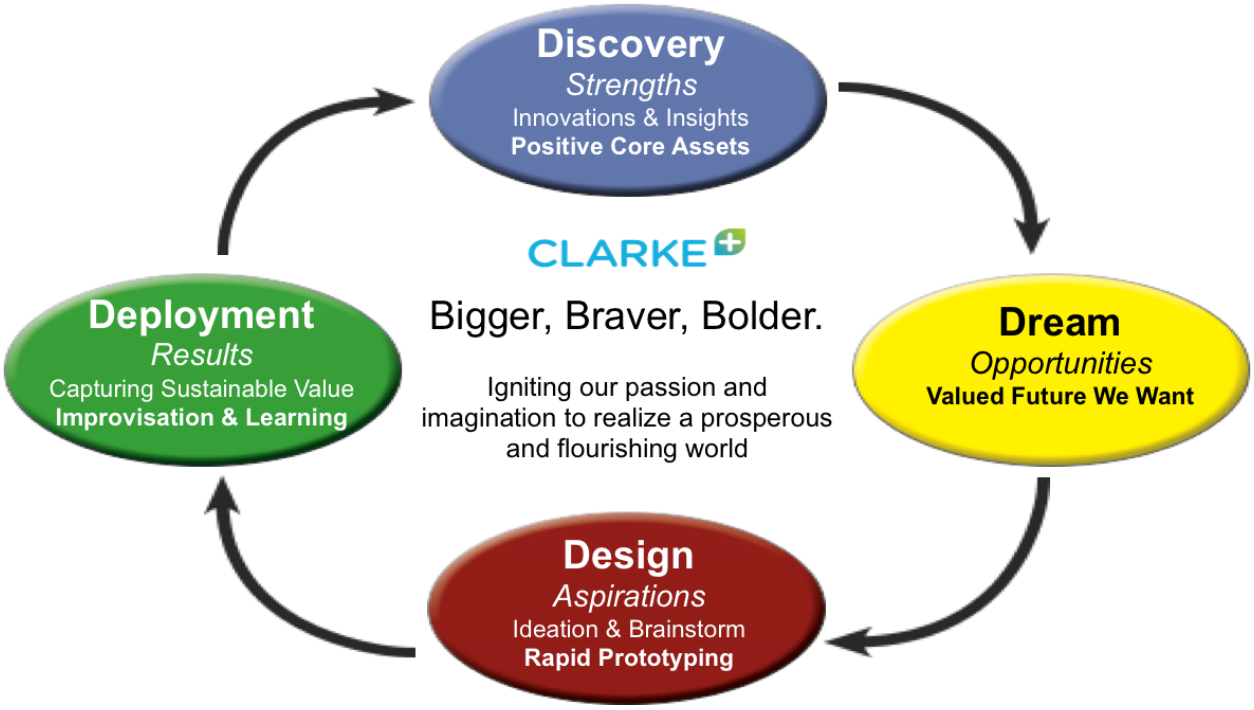
People SELF-MANAGE their work, and use DIALOGUE and INQUIRY—not "problem-solving"—as the main tool. That means helping each other do the tasks and taking responsibility for our perceptions and actions.

COMMON GROUND rather than "conflict management" is the frame of reference. That means honoring our differences and then discovering areas for action where we have strong common ground.

APPRECIATIVE INQUIRY ("AI")—To appreciate means to value—to understand those things worth valuing. To inquire means to study, to ask questions, to search. AI is, therefore, a collaborative search to identify and understand the organization's strengths, the greatest opportunities, and people's aspirations and hopes for the future.

COMMITMENT TO ACTION—Because the "whole system" is involved, it is easier to make more rapid decisions, and to make commitments to action in an open way that everyone can support and help make happen.

The Appreciative Inquiry 4-D Cycle



Wild Geese

You do not have to be good.

You do not have to walk on your knees

for a hundred miles through the desert repenting.

You only have to let the soft animal of your body

love what it loves.

Tell me about despair, yours, and I will tell you mine.

Meanwhile the world goes on.

Meanwhile the sun and the clear pebbles of the rain

are moving across the landscapes,

over the prairies and the deep trees,

the mountains and the rivers.

Meanwhile the wild geese, high in the clean blue air,

are heading home again.

the world offers itself to your imagination,

calls to you like the wild geese, harsh and exciting

over and over announcing your place

in the family of things.

from Dream Work by Mary Oliver

published by Atlantic Monthly Press

Discovery

Interview Guide for Conversation in Pairs

"Don't ask what the world needs. Ask what makes you come alive, and go do it. Because what the world needs is people who have come alive." ~Howard Thurman

Q1. What do you think makes people most light up and come alive—in their work and in their life?

Times of highest happiness or even feelings of euphoria often happen when we are part of something greater than ourselves—when we are part of a special team doing great work; when we are building better lives for our children, communities or workplaces; when we are helping our customers or co-workers to succeed; or when we are doing something positive to help nurture our planet to thrive, for example, advancing new green products or ways of living and doing business, or cleaning up our soils and lakes and air for future generations etc.

Reflect on a time from your life—here at Clarke for those who work with Clarke, or in your own organization or life, for those outside of Clarke.

A. What are the things that light you up and engage you more than anything else in your organization, your work, and your life?

B. Think of an example or experience that stands out—one we might learn from. If you could choose any story from your work or life where you and others came together to "make a difference", what is one experience that for you, is most memorable and made you feel great? Tell the story. What happened? When? Who?

C. The dictionary defines the word euphoria with words like excitement, joy, inspiration and passion. How might you define euphoria in the context of an organization? When are people in your organization or team most engaged and inspired? If you were leading the organization, what is one thing you would do to make sure it happened more often?

Q2. Project greater purpose and progress moments.

In a forthcoming business book author Lindsey Godwin places a big spotlight on purpose-driven businesses that are inspired by a higher purpose. One of those companies is Clarke. She talks about Clarke's "Project Greater Purpose" and says:

> "Yes Clarke is relatively small, but already Clarke is emerging as a model in its industry—in caring for people and customers and caring for the planet as well as in doing the right things even when it's hard. But they are also showing that "doing good" *is good business* and this is exactly what our millennial generation wants. Doing good and doing well opens up the doorways of the mind—better products; better relationships with customers and communities; better reputation; greater talent; and new market opportunities—and all of this leads to jobs and steady growth. That's what our country needs in this time of contained depression. Our country needs thousands more companies like Clarke… theirs is an emerging story, still early, that we need to support and spread."

A. Think about some of the most significant "progress moments" at Clarke over the past 4-5 years. If you could put the spotlight on 3 progress moments that you've seen, experienced, or heard about - that strengthen and advance Clarke as a high-purpose or greater purpose company—what three progress moments would you applaud, and why?

B. Using these examples let us discover that special spirit or set of signature strengths--what might be called the "heart of Clarke"—things that represent the best versions of Clarke and how we want to be. These are things we want to see grow both inside and outside the company. These are qualities and principles we want to instill deep into our DNA and culture, not just for the moment, but forever. These are things we want to live into for the future-- bolder, bigger and better—as a promise to each other and as a promise to our customers and communities. These are Clarke's **signature strengths**. These are things we want to preserve, even as we grow, succeed and change. In this spirit please complete the following sentences:

Clarke is a company whose heart is best characterized by

Clarke is a company who *can* become best in the world (or best in its industry) at

When Clarke is at its best, fully deploying its signature strengths, it is a company who believes in operating, managing and performing in a way that

Q3. Images of the future: How might we bring "Heart of Clarke" into everything we do in a way that is Bigger, Better, and Bolder— and changes the way people view business?

Let's assume that it is 10 years from now and the story of Clarke has become a great book, much like the best selling book about Whole Foods, *Conscious Capitalism: Liberating the Heroic Spirit of Business* by the CEO John Mackey and Raj Sisodia. The book reflects on the role Whole Foods played in changing its industry with healthy foods, nutritional excellence, and its corporate culture of empowering innovation and developing people.

During the ten years, a number of exciting innovations, changes, and new developments happened. Clarke became the kind of organization and business you most wanted. Put yourself into this future—it is now 2026. It is exciting to see—and the book covers the whole story: the improvements, the changes, and the breakthroughs, not just in products but in the company culture, its levels of performance, its new markets, and its growing identity in the public health leadership space. Its doing things "to make communities more livable, safe and comfortable" in ways that were barely imagined in 2016."

In the 10 years, from 2016 to 2026, many new opportunities were realized, advances in technology and people development were leveraged, and overall good things happened for the organization. It's like a miracle happened, and Clarke became the place that exceeded your hopes and dreams including a couple of unexpected opportunities, market developments, and major awards. Customers and communities appreciated the "heart of Clarke", and they wanted Clarke to work with them on many things. It seems like almost overnight Clarke was noticed, its story spread, and the book documented the ten-year adventure— and we all know lots can change in ten years.

It's now 2026 and you get a chance to hear people talking about this book about Clarke. It is a story about the Clarke "family" that seized new opportunities— because of its high purpose, its special culture, and its capabilities. What's in the book that you like most—things that are new, different, and even better? What does this future story say about business results? What does it say about people management and Clarke's reputation with customers, communities and other stakeholders? How about Clarke's contribution to society, families, or the environment?

A. What elements of this story make you most proud? Describe what you like most in this vision of the future? What's new, bigger, bolder, and most important in terms of the legacy the "heart of Clarke" has created?

Complete this sentence. "I will be most proud of Clarke in 2026 when I read the book and learn that Clarke has _____."

B. Now with this future in mind, what is the smallest step we could take today or soon following this summit that might have the largest impact to spread the “heart of Clarke” in a way that’s good for the world and good for the business?

C. If you were given permission right now to think beyond the possible, what is just one big, brave and bold thing we might consider, perhaps something we’ve never thought of before?

Stories and Opportunities From Raj Sisodia's Studies:

Purpose-driven Companies and Industry Leading Stars

Use the space below to note key messages and opportunities.

1. What key messages, examples, or insights do I find most interesting?

2. What opportunities do I see for us? In what ways can we build on the best in our past? How might we build a better future, a bolder future, and have an even bigger impact?

Discovery – Table Share

Activity:

1) Introduce your interview partner to your table team. Share a couple of highlights from your interview, things from your partner's stories and visions that stood out most for you.
2) Next, go deeper into one of the interview questions assigned to your table. Everyone shares their stories and observations. As a group, listen for patterns and themes.
   - Tables 1-10 focus on question 1
   - Tables 11-20 focus on question 2
   - Tables 21-31 focus on question 3
3) Recorder, take notes on the designated worksheet (see next pages) and prepare a flip chart summary of the responses.
4) Reporter, prepare to give a 3-minute report-out. Be sure to include one or two of the most powerful stories/examples that came from your group.

Self-Management and Group Leadership Roles

Each small group manages its own discussion, data, time, and reports. Leadership roles can be rotated. Divide the work as you wish. Here are useful roles for managing this work:

- **Discussion Leader**: Ensures that each person who wants to speak is heard within the time available. Keeps group on track to finish on time.
- **Time Keeper**: Keeps group aware of time. Monitors report-outs and signals time remaining to the person talking.
- **Recorder**: Writes group's output on flipcharts, using the speaker's words. Ask people to restate long ideas briefly.
- **Reporter**: Delivers report to large group in time allotted.

Question #1: What makes you light up and come alive?

Things that light people up and engage them	**Root Causes of Success** What's at the heart of these stories?
List stories from each member of group:	
Possible Guiding Principles Examples: "we are here to serve others"; "we believe in super-cooperation"	

Choose one of your group's best stories to share in the report-out to the large group.

Question #2: Project Greater Purpose and Progress Moments

Most significant "progress moments" at Clarke over the last 4 – 5 years	The Qualities of Clarke
List progress moments: What do these progress moments teach us?	Clarke is a company whose "special spirit" or "values and belief system" is best characterized by_____? Clarke is a company who can become best in the world (or best in its industry) at _____? Clarke is a company who believes in operating, managing and performing in a way that _____?
Possible Guiding Principles Examples: "We believe in taking risks"; " We want to exceed customer expectations" etc.	

Question #3: Images of the Future

Images of the Clarke We Want in 2026	
Once everyone shares their visions, list common themes.	
The Clarke Story: February 2026	
As a group, create the cover of the book "The Clarke Story", when it's released in February of 2026. Book Title: Key Elements of the Story:	
Taking Action to Realize our Vision in 2026	
3 Small Things	1 Bigger, Braver, Bolder Thing

Discovery – Stakeholder Groups

Purpose:
To identify those things we are most proud of, from the perspective of our common stakeholder group. Through this discovery, we will pinpoint our strongest strengths, the things we bring to our summit task as well as the strengths that we might magnify and leverage during this summit and beyond.

Activity:

1) Make a list of all that **your stakeholder group** is doing or has done that you are most proud of and/or the greatest strengths that your group brings to the objectives of this summit.
2) Choose your group's top three "Proudest Prouds" or "Strongest Strengths"
3) Identify one story to share that illustrates your stakeholder group's "Proudest Prouds" or "Strongest Strengths."
4) Answer this question: "As a stakeholder group our biggest hope for this summit is…"
5) Reporter, prepare to give a 3-minute report-out of your "top three" list, 1 story illustrating what's on your list, and your biggest hope for this summit.

Self-Management and Group Leadership Roles

Each stakeholder group manages its own discussion, data, time, and reports. Leadership roles can be rotated. Divide the work as you wish. Here are useful roles for managing this work:

- **Discussion Leader**: Ensures that each person who wants to speak is heard within the time available. Keeps group on track to finish on time.
- **Time Keeper**: Keeps group aware of time. Monitors report-outs and signals time remaining to the person talking.
- **Recorder**: Writes group's output on flipcharts, using the speaker's words. Ask people to restate long ideas briefly.
- **Reporter**: Delivers report to large group in time allotted.

Dream – 2021

Images Of The Future We Want to Create

"Go confidently in the direction of your dreams! Live the life you've imagined."
--Henry David Thoreau

"The future belongs to those who believe in the beauty of their dreams."
— Eleanor Roosevelt

"If you can imagine it, you can achieve it. If you can dream it you can become it"
--William Arthur Ward

Purpose:
To dare greatly and imagine the future of Clarke, *together.* Recognizing the fact that every organization started out as a dream or vision, we know that if you can imagine it, you can become it. Assuming anything imaginable is possible…what's next as we look ahead five years into the future? What's the best possible future that your group wants to see emerge?

Activity:

1) As a group, put yourselves in the year 2021. Visualize the Clarke you really want—as if it exists now. What is happening that is new, better and different? Building on your opening interview discussions, and everyone's ideas so far, we invite you to imagine what you most want for our future. What's possible? What's desired? What's strategic and opportunity-inspired from the perspective of our customers and always changing industry? What's new? What's next?

   As you share your visions---your hopes, dreams, and sense of the opportunities—you might consider the following questions:

   - How can we take the "heart of Clarke" into our organization of the future and our world's future in ways that are bigger, braver and bolder? How might we do things to make communities more livable, safe and comfortable in ways that were barely imagined in 2016?
   - How might we become—on the inside of our organization—an organization that truly empowers a euphorically engaged workforce and human wellbeing?
   - How might we bring "the heart of Clarke" into the world in manner that inspires

and transforms others, ultimately helping to leave a legacy of a more prosperous and flourishing world?

- What do we want our customers, partners, industry and communities to be saying about us? How do we go beyond satisfied customers? Beyond good community citizenship? What's next?

Spend enough time to imagine concretely the bigger, braver, bolder Clarke organization of your dreams. It's time to create. This is an exercise in imagination—envisioning as clearly as possible the kind of Clarke you want to work toward. What do you see as desired, strategic, and perhaps even natural for Clarke—a better and bolder stage of growth and development?

2) As you listen to everyone's dreams, look for common and unique elements. What are the bigger, braver, and bolder images? What are the smallest changes that might help Clarke reach something bigger?

3) Choose a creative way to present the envisioned future. Prepare a 3-minute "portrayal" as if it is happening now. All group members must have a role.
Examples: TV Special, Drama, A Day in the Life, A Work of Art, Panel Presentation

4) Recorder, use the worksheet on the next page to capture the core elements of your group's vision of 2021, a summary of what will be portrayed in the group's presentation.

Self-Management and Group Leadership Roles

Each small group manages its own discussion, data, time, and reports. Leadership roles can be rotated. Divide the work as you wish. Here are useful roles for managing this work:

- **Discussion Leader**: Ensures that each person who wants to speak is heard within the time available. Keeps group on track to finish on time.
- **Time Keeper**: Keeps group aware of time. Monitors report-outs and signals time remaining to the person talking.
- **Recorder**: Writes group's output on flipcharts, using the speaker's words. Ask people to restate long ideas briefly.
- **Reporter**: ALL Group Members present to the large group in time allotted.

Things I Like Most in the Images of the Future

(Take notes from each of the presentations)

Elements of the visions I find most important or exciting **(What?)**	Opportunities and Possibilities for action **(How?)**

Design – Co-Creating the Future

Step 1: Brainstorm

Brainstorm as many ideas as possible related to your group's opportunity area. Think of ideas that can move Clarke in the direction of our future visions and dreams.

Assuming anything imaginable is possible in relation to your opportunity area. "How might we….?"

Brainstorming rules:

- Defer judgment—don't dismiss any ideas
- Encourage wild ideas—be radical
- Build on the ideas of others—no "buts" only "ands"
- Stay focused on the topic
- Hold one conversation at a time
- Be visual
- Go for quantity

Self-Management and Group Leadership Roles

Each small group manages its own discussion, data, time, and reports. Leadership roles can be rotated. Divide the work as you wish. Here are useful roles for managing this work:

- **BRAINSTORM RADICAL** – Assures that the group is challenged to contribute bold, wild ideas.
- **TIMEKEEPER** – Keeps group aware of time left.
- **BRAINSTORM FACILITATOR** – Facilitates the brainstorming session by upholding the brainstorming rules and raises questions to keep the brainstorming moving. Challenges the group to go for quantity. Try to get as many ideas and "post its" as possible on the board.

Step 2: Theme & Vote

1) Do a quick read of the promising ideas or combination of ideas from the brainstorming session. Think about ideas that can be designed into something that is tangible, a value creation initiative.
(Examples: new structure or service, training manual, re-design of a program, new communication program, tools for efficiency, new process design, customer program)
2) For the sake of building at least one prototype, narrow and prioritize the brainstormed list. Group similar ideas together into common themes. Have each group member take five dots and place them on items they most want to work on (put all five dots on one item, or could vote for five different items).

Step 3: Document

Your team will only have time to protoype the idea that you select. In order to retain the other ideas from your group, select a recorder to document all of your ideas on a separate sheet. The recorder should include clear notes to fully explain the ideas in the documentation.

Design – Rapid Prototyping

Purpose:
To focus in and take the most promising areas from the brainstorming session and build and design a prototype or model of it that can be brought into Clarke to help us realize our visions. The goal is to begin prototyping an initiative that has strategic value for the company.

Step 1:
Build the prototype and make it visual, for example:

- A drawing
- A storyboard
- A three dimensional model
- A role play
- A mock up/draft
- A business proposal format (as if you were presenting to the Company's Board of Directors)

If the prototype has several discrete elements you might want to form subgroups to work on different pieces.

Step 2:
Be prepared to do a 3-5 minute presentation of the prototype to the whole group. After your demonstration, we'll ask you to name the discrete design elements or big ideas you included. Be ready to make the business case, the innovation case and the sustainability case for the initiative you are prototyping.

Self-Management and Group Leadership Roles

Each stakeholder group manages its own discussion, data, time, and reports. Leadership roles can be rotated. Divide the work as you wish. Here are useful roles for managing this work:

- **Discussion Leader**: Ensures that each person who wants to speak is heard within the time available. Keeps group on track to finish on time.
- **Time Keeper**: Keeps group aware of time. Monitors report-outs and signals time remaining to the person talking.
- **Recorder**: Writes group's output on flipcharts, using the speaker's words. Ask people to restate long ideas briefly.
- **Reporter**: Delivers report to large group in time allotted.

Destiny – Action Planning

To refine the prototype, and build an action plan that illustrates the most design-inspired way to set the initiative into motion. The action plan should reflect a good starting point, and a process for learning, improvising, refining, and expanding progress and success as you go.

Steps:

1) Name the prototype.
2) Identify its larger aspiration (use the worksheet on next page)
3) Assess business/financial logic: will this have positive impact on the world, our customers, communities and people? Will it strengthen the bottom line and short-term or long-term have a payoff? Will it make us a bigger, braver, bolder business? What stakeholder groups will see the most value and benefit?
4) Name the 1-2 individuals who will best lead this initiative. And list names of group members who might want to continue with this initiative (include their contact information). Determine whose input or partnership would be most valuable at this stage of development (Are there structures or groups within the organization, external within the industry or with external stakeholders that we should collaborate with?)
5) What is your action plan:
    - Early steps (first 3 weeks) including the very first step;
    - Moderate term steps (next 3 months); and
    - Longer-term steps (up to 3 years)
6) Ask for a volunteer to summarize 1-5 in a short written summary.
7) Reporters will then present the group **highlights** for your final (2-minute) presentation on stage.
    - Share your aspiration statement. (We will ask you to email your aspiration statement so it can be shared on the big screen in the plenary).
    - Share what is most exciting, important and valuable about this opportunity.
    - Share your very first step, to illustrate how this initiative can move forward.

Crafting Your Longer Term
"Aspiration Statement"

Steps:

1) Explore the feedback from your presentation of your prototype.
2) Next, take time to look at your opportunity area (not just your prototype) for the longer-term, from a big picture perspective. What are your highest aspirations for this opportunity area: its ultimate value, end result impact, and sense of purpose? As a group craft an **aspiration statement** for this opportunity area.

***Example Aspiration Statement**:*

*The Weatherhead School of Management's Frank Gehry building **is** an iconic symbol of our school's commitment to be at the forefront of innovation, not just as an ivory tower, but uniting the best in both theory and practice. The building space sparks people's imagination from around the world, helps people think bold and better thoughts, and is designed to foster collaborative design and co-creation across disciplines. Our courageous learning community, like the Bauhaus school of art, is bringing creativity, new knowledge, and inspiration to organizations wishing to "do good, do well." Our building advances our school's overall mission: to develop transformational ideas, experiences, and leaders for the positive advancement of business and society.*

An aspiration statement serves as a north star with these kinds of characteristics:

- It is something you want and desire.
- It is stated in the present tense—as if it has happened already.
- It is a stretch—it takes us beyond the status quo. It is a provocative proposition. A good aspiration statement often leaves people saying, "I am not sure we can do it…it is bigger, braver, and bolder!"
- It uses energizing words and provides tangible images: we can see it.
- It will help unify long-term focus and sense of direction.

Destiny

Ambassadors for Success, Innovation, and Inspiration at Clarke

With your original interview partner (if available) or another team member, discuss the following:

1. Name the three most important things that happened at this Summit.

   One key area of learning for me was

   _____

   One high point in the summit for me was

   _____

   One of the most important outcomes in my view was

   _____

2. What one message of innovation or inspiration will you communicate to others to ensure the success of Clarke?

   _____

3. What are your personal pledges or commitments?

   _____

   _____

   _____

Notes

Created In Collaboration With

