

What's Your Point?



Cut The Crap. Hit The Mark & Stick!

How to

*Conquer the Top 7 Self-Defeating Communication Mistakes
& Gain a Wealth of Effective Communication
& Client Retention Opportunities—Online & Off*

PJWade

“The Catalyst”

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PJ Wade
The Catalyst

CATAPULT PUBLISHING

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by PJ Wade

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What's My Point?

Onward & Upward—the only directions that really matter!

— PJ Wade

What “Point” Is It Anyway?

The 21st Century is well underway, but too much pen-and-paper-style thinking lingers from the 20th Century. Business thinking in the 20th Century had its foundation in the quill-pen era of the 19th Century. As a result, there's not as much progress with communication effectiveness in the 21st Century as there could have been—nor as much as is believed:

- ❑ Computers and artificial intelligence (AI) essentially remain the “garbage in, garbage out” technology they were when first invented.
- ❑ Mobile phones allow users to reach almost anyone and anywhere on the planet within seconds, but there's too much talk or texting with too little said. Distractions caused by interruptions, advertising, information overload, applications, or new technology abound.
- ❑ The internet and the web are much more sophisticated creative communication tools than the pen or typewriter in so many ways; however, business users still require the same, if not greater, communication skill, open-mindedness, and powers of observation to make the right point and to connect with desired audiences or markets—*The Target*.
- ❑ Social networking has returned *individuality* and *conversation* to the spotlight where clear, relevant expression of thought remains essential to reduce frustration, misunderstanding, and wasted time. Unfortunately, too often, the message is lost in the medium through lack of personal clarity, conscious intent, and communication skill.
- ❑ **Social media is here to stay and this is just the beginning.** Social media facilitates social networking to embody what communication is all about—good, bad, indifferent, and reactive:
 1. Business success with social media and networking arises from *effective communication—business communication consistently on point and on target in any context or medium*—that is amplified by the intensity, intimacy, and immediacy of our newly-expressive world.
 2. Problems and challenges with social media and networking arise from miscommunication that is amplified by the intensity, intimacy, and immediacy of our newly-expressive world.

- ❑ Technology facilitates measurement on scales not previously feasible, yet **room for improvement and return on investment remain occasional, not automatic, measures of effective business communication.**
- ❑ **Mobile computing moved the digital frontier** from desktops and laptops to smartphones. Communication has shifted to a “less must be more and more” reality. The constraints of small-screen technology mean that communicating your point is all there is space and time for.
- ❑ The instantaneous ease of touch screens, voice enabling, texting, and video is credited with speeding up communication; however, shortened reaction times do not automatically improve clarity during idea exchange. **Rapid responses do make quick, accurate thinking essential, but digital shortcuts do not automatically enable *mental smart cuts* to achieve effective communication, online and off.**
- ❑ Smartphones and other mobile devices consolidate work and life in a hand-held tool. This makes both easier and also more time-pressured and complicated. The next step is immersion in cloud computing, wearable technology, and embedded everything, so *being connected* never ends. Will this, along with AI, machine learning (ML), virtual reality (VR) and more, guarantee communication improves?
- ❑ Client data collection, mining, and monetization are not communication.
- ❑ Developers, sellers, and users of technology perpetuate the misconception that communication starts when the mouth opens, AI is prompted, or fingers hit a key, tap, or swipe.
- ❑ **In reality, communication, in any medium or time frame, begins in *the brain of one person and is only achieved when this brain connects with another brain or with many brains.*** This brain-to-brain dynamic means barriers to clear thinking, like prejudice, bias, lack of focus, and other undermining distractions, are communication obstacles that must be overcome by conscious human effort, not technology.

What's Your Point? is a whisper in the ear, a tap on the shoulder, a kick in the “mental pants,” and a pat on the back for those with years of hands-on experience thinking, analyzing, creating, improvising, persuading, and deciding for clients. No dummies here, but there is room for improvement.

Experience—yours and everyone's—continues to prove that communication lies at the heart of most, if not all, problems and is the foundation for all solutions.

Professional expertise, wisdom, creativity, and decisiveness are driving forces behind *improvement* and *innovation*. Ironically, past experience can also forestall these two essentials, particularly in times of dramatic economic, technology, or social shifts.

After only a short time “on the job,” bad habits, bias, and mediocrity can creep in to erode communication effectiveness. Repetition entrenches these flaws. Add to this erosion, the commonly-overlooked need to purge and merge influences from past technologies and different decades.

As a result, *The Point* behind too much of what is said, written, texted, posted, shared...and done can be lost in the process. Are you missing The 21st-Century Point that really matters to your target prospects and clients?

***What's Your Point?* emphasizes and demonstrates that business success in the future—next cell call, next text, next email, next video, next conversation, next meeting, next day, next week, next year—is your choice.**

This practical business-achievement book is a fresh, forward-thinking resource designed to help professionals reinforce communication strengths and advantages—online and off. This enables professionals to consistently make excellent strategic choices for their business and their clients, whatever happens.

What's “The Point” When Communicating?

Communication starts in the brain and so does miscommunication.

The Point is to avoid common communication mistakes that professionals, including those who function as entrepreneurs, owners, consultants, coaches, or advisors, often repeat while intent on successfully making their 21st-Century point with prospects, clients, and themselves—online and off.

Problems making your point or understanding someone else's are the result of unclear or misguided brain-to-brain expression with others and with yourself. Missed opportunity and other failings in business can usually be traced to poor communication or the complete lack of it.

What's Your Point? clarifies *why* and *how* responsibility for effective communication rests with entrepreneurs, consultants, coaches, advisors, and other professionals—not with their prospects and clients. These professionals may work diligently to improve expertise relevant to their profession, industry, and technology, but too many are less than the best communicators—inconsistent, inefficient, jargon-crazed, self-absorbed, or just plain boring.

The Seven Self-Defeating Communication Mistakes targeted in *What's Your Point?* linger on—online and off. They continue to undermine communication. These shortcomings persist for a number of easily-reversible but frequently-overlooked reasons. *The Seven Mistakes* are particularly harmful because they are the most common communication failings. They have been repeated, consciously and unconsciously, as long as business has existed.

Social media and the internet are limited and contaminated by these pervasive, often-powerful *Self-Defeating Communication Mistakes*.

The Top Seven Self-Defeating Communication Mistakes can be virtually invisible to perpetrators. These apparently-simple Mistakes are not simple for organizations, groups, or individuals to eliminate permanently.

Ignoring these *Mistakes* undermines communication, which is an expensive waste of time. These errors plague businesses, practices, and clients across professions, industries, and sectors. The seven failings, also by-products of formal education, persist in a variety of forms. No level of management completely avoids these errors, nor are professionals, business owners, practice principals, advisors, coaches, prospects, clients, leaders...or *you* consistently mistake-free communicators—online or off.

Regardless of *what, why, and how* you communicate, you're vulnerable to miscommunication. When you are not conscious of *what* your point is and *why*, miscommunication creeps into your *how* whether you're persuading, conversing, educating, correcting, engaging, collaborating, emailing, prompting, inspiring, marketing, deciding, listening....

With clarification, conscious effort, and practice, potentially-expensive mistakes can be transformed into practical experiments and then into opportunity and effective communication.

Once you recognize *The Seven Self-Defeating Mistakes* and related exchange shortcomings in yourself, the next step is understanding *why* they happen and *how* to avoid them.

By revealing the often-misunderstood roles that *context, content, and process* play in communication, *What's Your Point?* is a valuable tool for learning how to avoid these seven undermining forces. This insight aids in anticipation and identification of other communication failings in yourself and others, online and off. The resulting clarity **reveals communication opportunities and how to effectively act on them.**

As a professional, you can see more *in yourself*, expect more *from yourself*, and deliver more *for your clients* when it comes to communication in any medium, on any platform, in all contexts. That's the point here!

Cut What “Crap?”

Communication progress in this century occurs when the best of the past is combined, consciously and innovatively, with the best of the 21st Century—present and future.

What is *the best* is part of the communication conundrum, online and off.

In every profession and industry, the 21st Century can just be more of the same with different jargon and digital “toys,” as the first decades revealed. That is, unless conscious selection and decisiveness become new individual and

industry standards for entrepreneurs, coaches, consultants, advisors, and other professionals then consistently effective communication remains a challenge.

"The no-longer-relevant past," which is both evident and invisible in each profession and industry, surfaces as assumptions, beliefs, prejudice, bias, standards, and complacency. These influences—economic, social, educational, cultural, religious, political—dragged forward from previous centuries, persist in good times and during recession "meltdown" years.

Here lies *The Crap* in the title—and lots of great stuff, too.

Unfortunately, The Crap is assimilated quickly. Crap remains harder to avoid and to scrape off without conscious, deliberate effort.

Professional *quality management*—or whatever you call your production and delivery of consistently high-quality, relevant services and products—can contain a lot of communication Crap. Even applying touted best practices in your field may not sustain success in a continually-changing world.

The 21st Century may be the only one you worked in, but those who raised and educated you, unconsciously and deliberately, passed on 19th- and 20th-Century Crap—stereotypes, biases, prejudice, standards, bad habits...the works. Even if you rebelled against parents, teachers, employers, and society, you were contaminated by television, movies, gaming, social media, the internet, and The Crap of others. That's how the 20th-Century tainted the 21st Century.

***What's Your Point?* reveals how your perspectives, thought processes, and decision making could be unconsciously and destructively stuck in the past.**

This can be true even if you are actively committed to embracing new technology and collaborative approaches. As a result, your purpose, targets, strategies, goals, and everything else will be off-point, usually in ways that are invisible to you although not always to others.

Purging and merging the centuries is a celebration of the great "stuff" from the past and of the best from the present. Wisdom gained over the centuries becomes compatible with modern thought once The Crap is removed.

The time-honored quotations, which echo *The Point* at the start of each Chapter, demonstrate this compatibility. In each case, someone with great credibility said it best long ago. History reveals many "tough acts" to follow.

Preserving tradition and building legacies are worthwhile goals, but the past can be embedded with Industry Crap. Continuity and "lessons learned" are vital to improvement, but best practices and codes of ethics do not automatically ensure that "the best" is carried forward and that The Crap is left behind. Egos, cliques, bias, territories, AI, and the internet can entrench Crap.

Disruptive technologies feed on what's taken for granted and assumed. "Always done that way"-thinking remains a powerful force for mediocrity and prejudice, disguised as perpetuating standards and respecting the past.

Add to this communication Crap your personal accumulation of misinformation, ingrained habits, bias, programmed responses, and “tried that once” experiences. The “personal baggage” that everyone jokes about but keeps carrying, also contributes to The Crap. Conscious deficiencies can be accentuated by unconscious patterns. This along with *Mistakes* can make it hard to break a habit or change a value system, even when you *really* want to.

Countless polls, studies, and marketing campaigns report that the world is “dumbing down,” attention spans are shrinking, and that **mediocrity is the new standard**. Cliché or not, the observation that “history repeats itself” remains a significant reality. What is not acknowledged and addressed, personally and professionally, will continually resurface to distract, dilute, and divert communication. Just as what disrupts your professional and personal strategies and habits, if ignored, becomes your routine. How do you consciously cut The Crap—yours and The Crap of those around you?

You've gained experience in your profession and industry, so you—and many of your clients—know exactly what is meant about *The Crap*. If you don't, then open your eyes and watch where you step!

Hit Which “Mark?”

Here, *Hit The Mark*, in the subtitle *Cut The Crap, Hit The Mark & Stick*, means to strengthen and focus the Communication Edge, which is the point of contact, in all forms and variations, and depth of connection with target prospects and clients.

Obviously, your specific target prospects and clients must be top of mind as you act on this reality. Before you can decide the best way to “strengthen and focus” and how “the point of contact and depth of connection” should materialize, the question is, **“Who is the WHO at the centre of all this activity?”**

“Knowing your business” means understanding *why* specific services and/or products will not work equally well for everyone. It's not merely having “something” to sell. **Decide who benefits most from the client-centric “something” you sell or that you could develop.**

Your offerings cannot be sold successfully without marketing and promotion which effectively communicate *your distinctive value* to specific users—The Target. Different targets prefer different search engines or social media platforms or want less online contact.

Targets need to see themselves in what you do. Success in consistently hitting the mark lies in consistently, empathetically focusing on the target in everything from product and service development and delivery to online and social media presence. *Targeting* means *concentrating and focusing efforts*,

time, and knowledge on prospects and clients to achieve business growth. Effective targeting is essential in every online and offline aspect of the business.

The client's frame of reference for decision making should be reflected everywhere: language used, social media selected, examples cited, products offered, services designed, AI incorporated, fees charged, marketing selected, staff hired...and so on for every aspect and issue that defines your business or practice and the problem or problems you solve.

If your preferred client profile is not top of mind, how can you consistently make timely, relevant day-to-day decisions? How can you continually make the best use of limited resources like your time and the clients'?

Communication—or often the lack of it—is the weakest link in product development, client relationship management, service delivery, quality control, productivity...and in business online and off.

This advantage translates into innovative solutions and fresh, empathetic thinking to earn you a reputation as “the best” with your preferred targets or WHO—prospects and clients who define your success and those who influence your professional standing and your progress. Who's your WHO?

Step Three: Stick!

Doing anything well *once* is an achievement. *Consistently* doing *everything* well may seem like a miracle. Somewhere in between lies the art and science of consistently-exceptional client experience and service—the *sustainable, exceptional connection* that is the *& Stick* in the subtitle *Cut The Crap, Hit The Mark & Stick!* This is a commonly-overlooked goal in the three-step communication process in the subtitle as you'll discover in following chapters.

Here's where *& Stick* comes in. Not only do you want to make the right point with your selected targets, but you want this achievement to launch and sustain mutually-productive client relationships based on service excellence:

Step 1: Follow through with your point, that is, *Cut The Crap* and express the right point in relevant client-centric terms.

Step 2: Target prospects respond to your point, are engaged by it, and embrace your point because you've *Hit The Mark*.

Step 3: Clients *Stick* with your fulfilling client experience and client service and understand *why*, so they refer you willingly.

After identifying your ideal target, continue to gather relevant and related detail. On-point services and products differentiate your business and its range of offerings while earning trust. Strengthen these connections to overcome communication challenges and seek out overlooked opportunity.

Do you recognize *miscommunication*, especially when you are the cause? Your clients probably do. They may not tell you, except by not referring or re-hiring you. Recognize these common communication shortcomings?

- ❑ Do you have an impressive list of past clients but still find that each new year brings fresh uncertainty? **The scramble for new clients and paid work begins again with more competition.**
- ❑ Do social media and networking efforts make significant demands on time and credibility but **deliver insignificant or inconsistent returns?**
- ❑ Did you invest many hours and dollars ensuring your website, social media profile...or blog encapsulates service and product offerings, along with your unique business differences, then discover that the few visitors who do arrive **don't get the point or spend any money?**
- ❑ Are **once-loyal clients wandering off** to apparently less-skilled or less-knowledgeable competitors without ever complaining to you?
- ❑ Does everything go well during meetings or phone calls with prospects or clients, but later your calls and emails are brushed off or unanswered, and then **nothing comes from the time you invested?**
- ❑ No matter how hard you try, do you feel you're not making enough progress or, in spite of financial success, has the work you loved become stressful or unsatisfying yet **you find it hard to let go?**
- ❑ You know what you want to communicate, but **you can't find the words** and, even when you can, you lack the time for clever implementation and timely, committed follow-up.

Increasingly, many professionals and advisors accept their yes responses to questions like those above as normal and tolerable reactions in this fast-paced, distracted world. Those who think the problem lies with prospects, clients, or competitors, or that social media is the fix miss the point entirely.

Do the above challenges plague you? *You* be the source of mixed messages or uncertainty that strengthens barriers to improving and sustaining client understanding and trust. Do you lose out to competitors who consistently express their respect, commitment, and service benefits—their “stickiness?”

Consistently make the right point with prospects, clients, colleagues...everyone who matters to you to consistently increase and sustain “stickiness.”

Who Is This Book Intended to Advance?

***What's Your Point?* celebrates professionals who may not have as much formal training in communication as they have in their chosen field, but who are intent on successfully achieving effective communication and its benefits for all.**

When strategically applied to communication, the practical knowledge, elevated problem-solving skills, and innovative expertise of professionals can leverage existing professional expertise to expedite communication effectiveness. Professionals may not automatically recognize this power themselves.

How do you rate your current communication effectiveness?

This easily-customized creative resource provides practical suggestions and insights for those intent on excellence at the Communication Edge. Whether you measure your career in years or decades, this book reveals how to leverage your professional experience to achieve consistently effective communication. You'll understand how to accelerate sustainable improvement in areas you decide are relevant and vital to success for your clients and for you.

Resolving communication deficiencies in prospecting, marketing, branding, and service delivery while promoting yourself can be challenging, especially for introverts or those who lack speaking experience. Discover how to enhance your ability to consistently make relevant points to advance to the top against even the most aggressive competition. Effective communication involves you discovering comfortable, impressive ways to deliver your messages and make the right point with and for preferred prospects and clients.

What's Your Point? grew out of hours and years invested in analyzing, training, interviewing, evaluating, working with, and listening to experienced professionals across a wide range of professions and industries—and to *their* prospects and clients. This communication-improvement book is intended for

- ▶ Professionals who serve clients directly or through service teams to professionals who function as advisors, consultants, coaches, analysts, entrepreneurs, agents, or owners, some with titles like CEO or Director
- ▶ Business-to-business and Digital Specialists: Accountants, Architects, Designers, Engineers, Financial Advisors, Meeting Professionals, Developers, Brokers...and the range of Healthcare Professionals

The above professionals will be referred to, collectively, as *professionals* for simplicity and brevity. Professionals, who often incorporate client care, include *those who create and/or deliver knowledge, advice, and related services and products to clients (internal and external) or customers, for their personal or professional use, in exchange for compensation and remuneration.*

What's Your Point? is a resource for professionals who want the challenge and inspiration of sophisticated insight, practical innovation, quality-improving shortcuts, and proven methodology. Are you intent on improving evaluation of personal, client, and professional communication abilities?

The bonus is learning to recognize the communication prowess or failings of clients, prospects, competitors, and yourself. This insight reveals how

opportunity is created by the ineffective communication of others and how your effective communication seizes opportunity.

What's Your Point? is an “ever-ready personal catalyst” designed to encourage and inspire readers into continuous improvement and extended practical innovation. Tall order for a book, but, *What's Your Point?* can fill effective-communication gaps to be a discernible improvement over what you use now.

Optimize Room for Improvement

What conscious effort do you make to ensure that you and your offerings remain memorable and relevant in our perpetually-changing world?

As *What's Your Point?* reveals how to continually seek out room for improvement, you'll develop a flair for practical innovation that will inspire you to...well, what would you like to achieve for yourself and your clients?

This practical, powerful communication-refocusing tool is valuable when investing time, money, and effort in your business or practice demands clear, accurate, on-point communication. Turn and return to *What's Your Point?* when **clarity of purpose and certainty of direction are crucial to successfully**

- ❑ **Face significant change** and effectively evaluate work-life equilibrium, a new career, market expansion, succession strategies, a new business venture, growth potential, competition challenges...
- ❑ **Harness technology** to design a target-resonating start-up, a website, a social media campaign, an AI solution, a mobile application...
- ❑ **Delegate to achieve new goals** when hiring staff, changing location, targeting new markets, or re-engineering your business or practice to leverage expertise, enhance profitability, and boost productivity

You are an experienced professional and this book does not urge you to radically change the way you work. Instead, you are encouraged to take an enlightening, non-judgmental look at your existing communication expertise to identify strengths and room for improvement and enhancement.

You'll discover how much of what you need is within you and around you now, not temptingly out of reach or around the next corner.

On-point content in the following chapters concentrates on providing relevant insight to make it easier and more profitable to recognize and avoid *The Top Seven Self-Defeating Mistakes*, instead of continuing to repeat them.

This forward-thinking book offers a selection of suggestions and insights for experimenting, improvising, and improving, including:

- Easy **self-evaluation of communication skills, bias, and challenges** to accelerate returns for you and your practice or venture

- Simple, practical **improvement of communication expertise and goal achievement** to consistently and innovatively enhance target attraction and engagement, online or off
- **Actionable client-centric suggestions for side-stepping and leaping over** time-wasting, guilt-ridden, biased, established patterns in communication and in business to engage with prospects and clients
- **Fresh, practical, easily-implemented ideas** for moving onward and upward toward opportunity, regardless of challenges

The Top Seven Self-Defeating Communication Mistakes are introduced in *Index* in *Chapter One*. In the following Chapters, *The Mistakes* are analyzed, resolved, and coupled with *Effective Communication Opportunities*.

What's Your Point? is divided into **Seven Mistake-to-Opportunity Sections**—one for each of the *Seven Mistakes*. Each Section begins with a two-page *Overview* and includes three relevant *Opportunity Chapters*. Each *Chapter* demonstrates one of three key aspects of converting that *Communication Mistake* into many relevant, actionable *Effective Opportunities*.

Chapter by chapter, this book provides insight and tools to **clarify how effective communication reaps rewards and how to improve your communication and results**, including return on investment.

Thought-provoking questions—***Strategic Trigger Questions*** (STQs)—asked in a range of relevant communication contexts and complimented by suggestions, shortcuts, action steps, and benefits help you visualize applications and seize opportunity. STQs are constructive self-leadership communication tools that easily add personal relevance and deepen awareness to expose mediocrity and strengthen your communication process.

What's Your Point? sets the stage for consistently amazing brain-to-brain communication—whatever form exchange takes, online or off.

Often-invisible, self-defeating communication habits are hauled into view to be erased from your 21st-Century efforts. All resulting room for improvement—online and off—is yours to explore, expand, benefit from, take credit for, and enjoy.

Onward & Upward—the directions that really matter!



One of my favorite Places to Think...



About the Author

PJ Wade firmly believes “Communication is everything and everything is communication.” Through her out-in-front and behind-the-scenes contributions and research, PJ remains immersed in communication dynamics—online and off.

As an achievement strategist, futurist, and *The Catalyst*, PJ discovered first-hand what holds individuals and organizations back and what drives them to innovate. A thought-provoking speaker, author, blogger, and media commentator, PJ is intent on sharing this knowledge and challenging others—in business and in life—to design their own *brilliant future* whatever their starting point.

PJ’s wide-ranging knowledge of relevant emerging trends reinforces her ability to implement “box-free, age-free” thinking. She draws on decades of research and experience in industries that define our professional and personal lives, including the media and service-driven sectors.

PJ cleverly blended the essential elements of science and business in *The Catalyst*, which is both her job description and the name of her strategic communication firm. Her earlier career as an environmental scientist contributes to PJ’s unique box-free, age-free, borderless view of sustainability and the future.

An acknowledged cross-generation bridge, PJ’s extensive research and multi-faceted professional development programs bring the dynamic impact of multigeneration workplaces, communities, and families into 21st-Century focus for professionals, entrepreneurs, *What’s Your Point?* readers, and the organizations that serve them.

What's Your Point? Cut The Crap, Hit The Mark & Stick!

TECHNOLOGY ENABLES US TO REACH ALMOST ANYONE AND ANYWHERE ON THE PLANET WITHIN SECONDS!

**HAVE OUR COMMUNICATION SKILLS
IMPROVED AS DRAMATICALLY AS
THE LEAP FROM QUILL PEN TO SMARTPHONE
WOULD LEAD US TO BELIEVE?**

There's less time to think than ever before—and more to think about!

Experienced entrepreneurs, owners, executives, advisors, and other professionals, who may receive less training in communication than in their chosen profession, face additional communication challenges as social media, AI, and emerging technology accelerate everything!

Communication begins in the brain of one person—you—and is only achieved when your brain connects with another brain or many brains.

In the 21st Century, business *demands* that you are always prepared to communicate YOUR POINT—online and off—with prospects, clients, and those who matter. Are you a consistently effective professional communicator?

***What's Your Point?* reveals how those with proven business experience can easily leverage their professional knowledge, problem-solving skills, and expertise to expedite communication effectiveness, branding, and client retention.**

“What's Your Point?”—the pivotal 21st-Century business question—must be answered before you open your mouth, hit a key, swipe, or tap anything. Too often “Your Point” is not clear to you, and communication remains an expensive illusion.”— PJ Wade *The Catalyst*

Discover how to *Make Your Point*—online and off—every time that *results matter* to cement your brand & *ignite your business*:

- Achieve **on-point communication**, decisive decision making and more...
- **Master engagement** through *Self-Leadership*—the vital first step before *Leadership*—and on-target, innovative thinking *inside the box* and *outside* while purging unconscious bias, limiting habits...and *-isms* like ageism!
- Explore *Your Future Point*—Start-up, Succession, Unretirement...**what's next?**

Author PJ WADE “The Catalyst”—Achievement Strategist, Blogger, Author & Problem Solver PJ Wade cleverly combines communication essentials and emerging trends to share the best of both in innovative, practical terms. Author of books, articles, and professional programs, PJ's unique, boundless view of the future catalyzes you to embrace **improvement**—online and off—with full 21st-Century enthusiasm.

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