# Individual and Enterprise Agility

*An elegant and comprehensive system to inculcate lasting individual and organizational change.  Human history has one constant -* change*.  Yet people are unnecessarily resistant to change.  This is detrimental to 21$^{st}$ Century Dominance.  People and organizations must be equipped to thrive and dominate in times of uncertainty -  to turn towards, not away from, challenges constantly manifesting in the world.  Compelling reasons to change must be indoctrinated.  People must be given all the tools, skills and resources to ensure organizational and system-wide greatness.*

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# Executive Summary

Never before in history has the need to embrace and accelerate individual and organizational change been more pervasive, urgent and important.  The need for change is ever present.  The current chaotic environment spurred on by the rapid pace of new discoveries, globalization, technological disruption and emerging threats, requires a new agile zeitgeist establishing an innate comfort with changing conditions.  It requires the belief that change is not only here to stay but will accelerate, that people must not only plan for this environment but also equip themselves with the appropriate cutting edge tools so they thrive in times of constant change.

Unfortunately, current organizational systems are designed to keep things the same, or at minimum adapt to change modestly over time, not to breed a culture that adapts on a rapid ongoing basis.  As such, current attempts at sustainable change are destined to fall short because individuals are raised in cultures that breed resistance.  Often defying substantiated trends as momentary blips  This causes significant problems because employees are left languishing, unprepared and overwhelmed.  This costs a company and the nation significantly in both soft and hard ways.

The morale of a team directly effects the teams' ability to win.  History is replete with examples of militaries that were demoralized and subsequently defeated. The same is true for organizations and governments.  The challenge is for the organization to follow-through on it's mission regardless of the atmosphere by tapping into or unleashing the emotional energy of the individual and aligning that with the objectives of the organization.  This is done by intimately understanding the individual through their use of a self-fulfillment and self-understanding system comprised of training, conditioning and productivity tools.  If morale is inadequately handled the soft costs have severe consequences such as Aldrich Ames' and Robert Hansen's impact on the United States.

The hard costs directly attributed to resistance and unpreparedness are easy to identify. They are measured by the cost associated to persistent problems facing the DoD and Intelligence Community.  These primarily emanate from inadequate forms of organization such as hierarchy, or cultures that are driven by fear.

Many organizational cultures perpetuate the myth of inability to change. This is completely avoidable if  there is an investment in system-wide agility: to condition each employee with the capabilities to thrive in chaotic and transitory environments.  These skills are developed through a comprehensive system designed to inculcate new beliefs, rules and behavior that embrace constant change.  By applying immersion training, audio tapes and personal productivity software, an organization can effectively break-down individual and organizational resistance over time and install a new way of operating.

Immersion training delivers a variety of personal and team-based experiences designed to induce doubt and associate pain to holding onto old patterns and beliefs and reward new system of embracing change. This is done in an intense, compelling and highly energized environment which installs a new system of beliefs resulting in cultural norm which is consciously chosen by the organization– a norm of breaking through barriers, knocking down walls and receptivity to new ways.  Training is supplemented through a combination of audio and video based programming (tapes) which act as re-enforcement, space based repetition and provides alternative learning for faster and deeper assimilation.  The productivity software application is

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used to help the person set and follow-through on personal and professional objectives in the context of the organizations overall objectives.

The software productivity environment is an interactive audio-video-text environment based upon an engaging interface which is designed to get to know the individual through a complex system of questions, answers and observation.  The questions are designed to elicit individual behavior, values, beliefs, rules and boundaries.  This information can be used to predict a range of behavioral patterns, determine personal and/or organizational value conflicts, create a database of stimuli-response, and provide a psychological approach to determining a person's loyalties, credibility and truth.

This system is also a means to help the individual follow-through on those things that are important to them – their objectives, their goals and perhaps their dreams – while at the same time provide feedback on their behavior of what works and doesn't work so they can adjust to increase the chances of achieving success.  It is a self-coaching system which teaches people about themselves. It also provides a real-time ground truth assessment of the user so the organization can best align emotional energy to meet organizational objectives, or have insight to the user in order to determine their credibility.


# What is the Problem?

*These times of terror and technological revolution require systems to change, however individuals and organizations are unnecessarily resistant to change.  Not because they can't change, but because they are more fearful of the "unknown" than the "known".  They are more fearful of risks, losing stature or not-being good enough.  As a result the path well-trodden is where the herd goes.  Unfortunately the path well-trodden, as useful and proven as it has once been, no longer provides the vista, route or advantages required to defeat an enemy that walks amongst the trees, or doesn't have a path.  Of course the enemy takes advantage of this penchant for following old-ways, so we must change.  If we don't, the only path we are on is the one of destruction.*

> If you can create a culture and a system of rewards encouraging a full embrace of the "unknown", pushing the limits and out-of-the box thinking – a culture that rewards the act of standing strong, moving swiftly and intelligently during periods of uncertainty - then you create a system of unified individuals that lasts through the toughest and most daunting times.

The nation is besieged by the constant possibility of a terrorist attack.  It is constantly assailed by the threat of an ever-changing, growing and agile enemy comprising of rogue entities and terrorist groups.  Unfortunately our systems of defense and intelligence were created to fight conventional nation states such as those of World War II (Nazi Germany and the Japanese Empire) and the Former Soviet Union.  They were not created to protect against an emerging, constantly changing, and widely dispersed enemy that melds into open societies.  Our systems were designed and optimized for something very different than the nature of the clear-and-present danger of terrorism.

Although public and government attention is focused on terrorism, nation states and their interests are not going away. There is a need to determine the right balance and footing between

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## Albin Adams Systems: Individual and Enterprise Agility

sovereign interests and asymmetric emergent threats.  Both are important. Conducting intelligence operations against China is necessary to understand there intentions, capabilities and state of affairs. Conducting operations to infiltrate and combat terrorist organizations such as Al Qaeda is also serious.  Both of these foci are necessary. The priority and the allocation of resources is what shifts.  Whether China or Terrorism is more important and receives scarce resources is determined by objectives which shift based upon changing political strategy and agenda, breaking news stories or horse-trading, etc…

The right balance between these competing foci is in the flux.  To be balanced in the unbalanced. This requires a special person to deal with these rapidly changing priorities.  In principle this is easier said than done.  For few people have serious sea legs without first being familiar with boating.  The goal is to have people comfortable when the boat is rocking no matter the weather. The contention is the entire government must be trained to have sea legs.  This agile balance and footing needs to be indoctrinated so it is easier for people to handle the constant shifting. Codified rules and procedures for emerging scenarios are required.  Otherwise it will leave too much room for ambiguity, confusion and uncertainty amongst civil and military personnel,  whose immediate job, professional development and satisfaction is dependent upon the whip-saw of changing priorities normally beyond their control.

One of the biggest gaps in our national capability is the inability to rapidly prioritize, reprioritize and adjust organizational focus on the emergent array of players, especially the growing body of smaller agile players.  This gap is exacerbated by the employees lack of specific training on becoming productive as rapidly as possible in chaotic environments, to become productive as the organization shifts priorities.  The need for this learning curve to be sharply compressed, accelerated and culturally imprinted is urgent.  The expanding body of smaller threats require an augmented national service that is best equipped to rapidly respond to emerging unknowns, such as threats that don't make it on the radar screen, yet still carry the wallop of a first-strike; or seekers of power constantly pecking to assert themselves in the world order; or lone actors capable of carrying out large scale effects. The truth is base-level capabilities need to be trained into all personnel so no matter the emerging threat employees and the government are ready.

Unfortunately, employees have been installed and conditioned with conventional attitudes and beliefs which retards the U.S. transition to 21$^{st}$ century dominance.  These old attitudes, synonymous with Cold-War strategy and tactics, must be ripped out and replaced with a new system which prepares people to live in states of transition.  Using an information technology metaphor of the  "As Is" and "To Be" models.  Where the "As Is" is the current state of the system, and the "To Be" is the desired end-state.  These "As Is" and "To Be" states are constantly in flux. The truth is there is always another "To Be" state, because it is always changing.  There is more time spent in transition than either "As Is" or "To Be".  The costs of not preparing to effectively function in transitory states are high.

Much of the US system was designed through a cold-war mentality and therefore is outdated, antiquated and in some cases obsolete.  These systems which were originally focused on rigid doctrine, Mutually Assured Destruction (MAD) Policy and large systems of checks and balances are irrelevant to meet the needs and realities of today.  These old systems are inadequate, dangerous and hypnotically reality-defying measures leaving government and society emasculated to defend against asymmetric threats.  Rigid doctrine doesn't work when an enemy and a citizen are indistinguishable; MAD doesn't work with an enemy that doesn't value human life; large troop deployments do not prevent a terrorist impersonating a pregnant woman or

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## Albin Adams Systems: Individual and Enterprise Agility

student with a back-pack explosive.  The differences demand a radical and comprehensive approach to lasting and sustainable change in defense and intelligence communities.

Our system will fail unless it and the individual changes.  More importantly it will fail unless individuals are outfitted with the skills, resources and capabilities required to dominate in turbulence. Leaders must take charge of this change by inculcating a system of new beliefs, rules and conditioning to ensure the 21st century individual rapidly and intelligently discerns distinctions to ensure the balance between freedom and protection.

This problem is exacerbated by a very real psychological pessimism.  The defect is captured in language such as "I can't change (I can't share "my" information)", "I don't' know how to change (no-one else is changing so why should I)", "I can't do that because I don't believe it will last (leadership comes and goes, but my job stays the same)".  These attitudes are as serious a threat as terrorism itself, for both produce similar effects – frozen behavior, resistance and Pygmalion affect consequences.  As such there is a real need to upgrade individuals personal operating system, which creates the optimal conditions for personal and organizational change. The baseline psychology must be upgraded by installing agility 1.0 (mental, physical, psychological) in individuals.  This zeitgeist will create a culture of knocking down barriers and creating solutions that ensure American Values and protection of those values.

> To imprint an organization with the ability to squarely address and respond elegantly in times of uncertainty; to thrive in times of dynamic change; and to be reliably effective when the world seems to be spinning out of control is necessary for continued American effectiveness throughout the 21st century.

Sadly, the current workforce languishes and remains unprepared in times of uncertainty.  During these times people often become overly conservative, cautious and subsequently delayed or even frozen in decision making. Often they let their imaginations go wild conjuring the "worst" which creates anxiety, overwhelm or other stressful conditions which adversely impact job performance.  This preoccupation with the "worst" takes time and energy away from more effective solutions.  Often a simple adjustment mental focus is all there is needed. A small change in psychology:  to focus on what is working versus what is not working. Often awareness is self-corrective.  Very often people give the best advice but don't heed it themselves.  The problem of heeding one's own advice is not they are hypocritical, it is merely applying ones own advice to themselves.  It's more often a matter of getting access to thoughts which are more focused outside of their own experience, versus in it.  Meaning they can give advice about someone else because it's easier to observe the other, than to observe themselves as the other.  There is a strong need to unleash and optimize this self-communication for productive uses.

Unfortunately it is human nature, when faced with the unknown, to be unproductive.  Often there are more questions than answers.  This absence of information induces speculation or conspiracy, or even distrust. This is wasted energy.  People are really seeking to understand the boundaries of legitimate action, guidance on what is acceptable, direction to apply their energies and longing for authentic leadership.  Very often the individual will focus on the one thing they can control, which is themselves.  As a result, they produce self-serving actions to the detriment of the whole system.  This behavior, resulting from the fear of the unknown, is costly for organizations. Therefore employees and leaders alike need to be trained to minimize this unproductive behavior by not allowing it to take root in the first place and create a culture that eradicates the behavior when it is small.

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The fear of the unknown has numerous gremlins.  It inhibits people from sharing information.  It retards coordination between system-wide members.  There is a sense of information ownership which creates tremendous friction and sub-optimal decision-making.  It stops people from taking risks and embracing innovation.  It causes heels to dig-in.  It puts jobs and livelihoods at stake.  Change becomes a life or death struggle.  As a result turf battles flare.  CYA is primary.  The most mundane circumstances become the most serious threats.

As fear sets in, it takes away from the real mission.  Instead of saving lives – it's saving jobs.  Instead of protecting the country - it is protecting the tribe.  Instead of defeating and deterring the enemy - it is defeating and deterring individual and organizational change.

Hard costs associated to not changing are abundant.  Each of these costs  can be reduced or altogether eradicated by applying a system of comprehensive understanding of the employee, coupled with basic training for employees to excel in changing environments.

| Hard Cost | Example |
|---|---|
| Lack of information flow | FBI Phoenix memo which may have deterred or prevented the 9/11 catastrophe if it were distributed to the right audience. |
| Poor decision making | Abu Ghraib prisoner abuses or the strategic corporal draping the American flag over the statue of Saddam Hussein.  These poor decisions have significant political and security costs |
| Engrained management problems such as parochialism, distrust, protectionism and turf-battles | These battles over who owns what data and who has jurisdiction are secondary when compared to the result of protecting against terrorism |
| Misuse or poor allocation of scarce resources | personnel focused on distant threats rather than combating the immediate enemy of terrorism |
| Incongruent corporate objectives | System wide objectives for the Intelligence Community may be at odds with Agency wide objectives at NSA, NGA, CIA, or vice versa |
| Employee attrition | lured away or not motivated to excel in their roles |

This is a pervasive problem and it requires a pervasive immediate solution.

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# What is the Solution?

*Design a system of Individuals and organizations that dominate in times of change and turbulence. Inculcate individual and Enterprise Agility. Football players, ballet dancers, gymnasts, martial artists are more effective in their art when they have abundant ways to produce an effect – a plethora of capabilities to go from point to point. Instead of walking on ones feet, one can walk on ones hands, jump, or tumble. If a person leg is broken, getting to the other point is not an issue, because they were trained to develop all their physical, mental and psychological muscles – to tap and use their potential. There are many ways to a destination - unfortunately many of our systems have been designed do things only one way. The solution is to model human agility and to bake-in certainty in times of uncertainty.*

> Creating a culture that loves, embraces or, at the minimum, can effectively function in times of change or constant transition is crucial in order for a system to be viable, potent and effective over the long-run.

The software industry has numerous vigorous examples of agile organizations that constantly adapt due to changes in the marketplace. They do so because there is a *very* real threat. If they do not adapt they die. As a result they agilely change their behavior to survive in times of change. This ability arises out of a culture that demands out of the box thinking at a sink-or-swim pace. These conditions manufacture incredibly agile employees. Through necessity, individuals become what is required of them to succeed, constantly morphing and changing to meet the demands of the moment – becoming comfortable when things are constantly shifting beneath them.

This ability isn't something people are born with, it is something that is learned. Adaptation accelerates in the right conditions. It is not a matter of skill or talent, it is a matter of innate instincts responding to environments which puts pressure and demands on the individual so they must change. Just as important the person takes responsibility for the change that is required. That they are the ones to change it, and there are significant rewards for changing and adapting to provide the values most needed in the changing environment. The rules for organizational success have changed. In order to succeed one must be adaptive, embrace new visions, see the potential in ideas that are revolutionary, and not just accept change but advocate it.

In most cases, individual agility is a group norm that is trained due to the pressures and conditions of the environment. It is a form of independent group-think which demands intelligent out-of-the box movers who are constantly modeling the best, learning from others, and adjusting their strategy on the fly. This characteristic is best developed and supported through a comprehensive system of conditioning, which marries personal and professional development - a network of conditioning that incites the flames of personal drive and guides it within the broader and more comprehensive vision of an organization.

The solution is to train all military and civil service personnel so they are unconsciously competent and excel in times of transition. It includes a set of tools that act as a productivity and conditioning environment. The tools are designed to help the employee achieve their personal and professional objectives through a system designed to help them focus on the tasks at hand, and optimize and align their personal objectives with the organizations overall objectives.

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**Albin Adams Systems: Individual and Enterprise Agility**

This system gauges a real-time "state of being" (which is the emotional, psychological and physical state) associated to the user, who can be an employee, individual or asset (source). This ground truth must be known with some accuracy in order to effectively lead in changing conditions which are significantly influenced by personalities, hidden agendas and emotion.

The solution is people have a treasure trove of self-wisdom that is untapped. This system is designed to elicit this advice and direct it towards the user. There is a strong need to optimize self-communication. This system will truly hear what people have to say, which will radically improve their focus, productivity and create conditions for sustainable long-lasting drive.

# A Vision: Individual and Enterprise Agility

*The Human Being is an enormously complex system composed of a multitude of sub-systems and unique components that interact amongst each other to produce an elegant, conscious, powerful and capable being. As far as we know there is nothing more complex, yet at the same time simple. The human metaphor is a model that transcends time and provides the foundation for effective long-lasting communication, for everyone can relate to a human being - . they are one. Looking closer, each blood-cell or muscle of the human body, when asked who they are? Replies "I am the body", like a water molecule flowing in a river, says "I am the river". Both the cell and molecule are aware of there surroundings and their mission, not necessarily understanding the larger body, they still do their part flawlessly. As the river changes course the water molecule changes course without contemplation or pain. When a child grows larger and larger, the blood cell, goes about it's job without resistance. Employees should be no less different.*

> An organization is only as agile as the individual is agile like 'a chain is only as strong as its weakest link'.

If the Intelligence Community were a human being how would it be designed? The 7th floor at Langley would be the brain (leadership), the arms the ability to reach out and execute operations, the legs executing movement, the senses (eyes and ears) are organizational and worldly feedback. The brain acts on it's awareness of the world. The body in-turn is commanded to move. The time it takes from thought to action is almost instantaneous– however in our organizational systems it may take years. It shouldn't. With technology, the time to communicate ideas and vetting process can be near instantaneous, however employee uptake is much longer. It has been said, if you kick the government in the rear, two years later it finally winces. This, albeit exaggerated, all too often reflects reality, the delay is much too long especially when the pace of change is accelerating.

The problem with this analogy is employees are not water molecules or blood cells. When asked who they are – they answer "I am Phillip", or "I am Jeff". They don't say "I am the Intelligence Community", "I am the Defense Department". They are unique individuals with unique history, training and perspective. Instead of water molecules they are associative and willful creatures that hold onto old patterns and old ways. When the river changes course, the individual, unlike the water molecule, goes against the changing course, and does what worked for him or her in the past – even if the route is no longer there. He or she does what they've always done. Since human beings are creatures of habit doing something new takes significant and sustainable

energy.  Of course this is magnified in government because disincentives to innovative, there are significant consequences to someone who fails on the job for taking risks due to the politicized and career oriented service.  Therefore doing the safe, easy and pre-determined course, even though it is detrimental to the whole, is the what is culturally rewarded.

What if a red blood cell decided to hold onto old ways by coagulating in an artery?  Decisive and immediate action is required in order to prevent a heart-attack.  Similarly, the Intelligence Community has to realize its employees, red blood cells,  as part of there natural response to the cultural conditioning hold onto what is known.  The answer is not to throw them away or dispose of them, they must be given the best opportunity, best tools and the best environment to focus and invest their personal energy to make changes, so they do let go of old ways.  As long as old ways are a part of their identity, and how they value themselves, they will be resistant to change.  People will let go of old ways if there are new and compelling alternatives available to them.  New ways need to be introduced through a system of ideas, thoughts and beliefs conveyed through audio and video tapes, books, training and conditioning.  Once this happens the system is more likely to change in harmony and pace as the world changes.

> Until the employee realizes they too are like a blood clot by holding onto old ways, a clot in their own body, they will have a light bulb moment saying "I must change".  When employees of the system understand they are the system, like a water molecule is the river, or a muscle is the body, it takes on a whole new light and level of understanding, and it gives them the ability to truly relate to their job, function and consequences in the whole.

The measure of the body's ability to immediately execute the brain's strategy and direction is dependent upon the skill and conditioning of the entire body and it's system of support for a response.  It's the body's ability to use it's components in a ever changing environment to get the job done. How agile the body moves comes down to the individuals conditioned ability to produce different outcomes with the body.  For instance the system of muscles comprising the right toe launches one forward, as well as enables running, swimming, or jumping.  Each a radical different motion, however the same system of muscles are used.  The intelligence community must also be equipped to use similar systems for radically different outcomes.

# Empowering Metaphor: Agility 1.0

Continuing the human body metaphor, Agility 1.0 is a system of emotional, psychological and physical muscles which employees need to have for the overall system to optimally respond to defeating 21$^{st}$ century threats.

In reality, Agility 1.0 is an immersion system designed to imprint new beliefs and experiences into the employee.  It is a highly effective cultural change program.

Agility 1.0 system includes

1) Immersion training
2) Audio and video based programming
3) Passion and Agility productivity management software

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**Albin Adams Systems: Individual and Enterprise Agility**

The individual employee is inundated with the psychological beliefs and examples that create and sustain the conditions for change.

One thing certain is uncertainly.  We may not know exactly how enemies will strike, however we do know how we need to respond to these strikes.  This response requires psychological as well as physical strength and agility.  We need the ability to stand strong and move swiftly in times of uncertainty.  When all has gone to hell, individuals must have the confidence and resources to metaphorically go through fire in as many ways possible.

Each employee needs to install Agility 1.0.  This baseline system of values, beliefs and experiences will equip people and teams with the personal and professional resources necessary to dominate in times of uncertainty, or at least cope in times of change, rather than entrench themselves in old patterns and ways which puts our systems and institutions at risk.


# Conclusion

The state of affairs for encouraging and accelerating organizational and individual change is abysmal.  It is a serious problem with horrendous implications.  A new zeitgeist is required: one of an addictive penchant for developing the capabilities to dominate in constant and never ending change; one of institutionalizing mental agility as a requisite common to all civil and military personnel, through a service-wide agility training program.  Not doing so is costing the government and tax payers billions of dollars through poor allocation of resources, in-fighting and persistent fear of the "unknown".  Currently the justification for bureaucracy, is to check and balance the forces of change brought on by incoming administrations.  Unfortunately and devastatingly this thinking contributes to losing American lives during 9/11, and will cost more lives unless agility is installed and accepted as standard operating model for employees and leaders alike.  A governing system is only as agile as it's employees are agile – 'a chain is only as strong as it's weakest link'.  Each employee must not only think as if they are the organization,, but more importantly, they must become the organization in there mind (at least temporarily).  In this way employees fully understands the full implications of their behavior. People innately understand the human body.  They also understand the metaphor of organizational behavior that could cause human death.

A governing system can only adjust to the changing world as fast and effectively as it's servants can adjust and simultaneously be effective.  Organizations and individuals must be equipped with the capabilities to dominate in times of transition. They must also not only keep up with the massive changes but also anticipate and prepare for significant trends in the world.  50% of the middle eastern population is 18 or younger.  This youth is very adaptive and comprises a very large group with enormous potential for impact.  They are learning and adapting new tactics using open systems such as the media and internet to spread their message and cause, as well as coordinate operationally.  They are starting from scratch with little or no organizational hindrances common to western systems.  They have little organizational overhead, heavy infrastructure or legacy systems to sustain.  They also have very little operational sacred cows or red-tape to cut through in following through on their mission.  As such they are incredibly adaptive, and will become even more so as new technologies are introduced to the world.

## Albin Adams Systems: Individual and Enterprise Agility

The US needs to combat this threat by developing compatible capabilities in lock-step with these emerging developments.  While keeping a long-term eye on embracing these changes and marrying them to national US capabilities, with the objective to leap-frog future threats as they arise, combining agile characteristics with overwhelming national capabilities.  The US needs to have all parts of the system able to quickly adapt in an interconnected, coherent, rapid, intelligent and effective manner. It is possible and must happen.

> In order for significant long-lasting change to occur the white-hot molten glow of the individual must be elicited, conditioned and unleashed; simultaneously this incredible potential and kinetic energy must be commanded and controlled within the context of the overarching goals, aspirations and strategic directions of the organization.  This energy must be tapped, harnessed and directed so as the need for organizational action arises, the individual responds as one – united - instantaneously.

Both the individual and the organization must be honored through a marriage of deep understanding.  It is this depth of individual and organizational understanding that will bake-in the capabilities to unite and dominate in times of upheaval and constant change.  The world is not slowing down.  Change is accelerating.  The need to stay-abreast is unparalleled.

The way to do all this is through an elegant and comprehensive system composed of intense and memorable immersion training; space-based reinforcement integrated in people's every day life at home, work and play; and a productivity software application designed to unleash people's dreams, and give them the mental, emotional and physical muscles to help them realize them.

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