Name one idea that worked for you that you think would be useful to others? (Consider such things as tips, practices, or innovations that might benefit others at this time of economic crisis and opportunity)

When making changes to policy, procedures, organizations, watch out for unintended consequences, some may be good, but some may be worse that what you were trying to change Don't judge others, simply listen. Various creative ideas. Thinking outside the box. I believe in manifesting those things--people, work projects etc. that I focus on bringing into my life. I have been able to do this and woud do well to be more intentional about the things I want in my life. Strategic affiliations. Why should we work so hard going it alone, when by linking with others who have expertise creating a synergy that is so much greater than the sum of our individual parts. Narrow the focus of the group to achieve small victories over time. monitor all output (money-wise), make cheaper, better food AT HOME, go to the Y! Find answers to: How do we succeed in today's market; what needs can we fill? Then find your Entrepreneurial Spirit: Let go, think creatively, act immediately; again, again, again. This is the soul of real economics and of economic recovery. My book, The Last Fairy -- a fantasy with life lessons Rediscover all that your are grateful for. Live creatively within the rules Our bioscience consortium is focused on collaborations where companies and service providers combine their expertise to create products and services that wouldn't exist without one another. Collaboration rather than competition is the key to our successes. Always ask "what can I learn from this or that new idea?" In every crisis is an opportunity and a lesson. Learn it and move on, never take it personally. Listened to my boss' reasons why we couldn't do more because of his resentments over past situations. and pointed out that this wasn't getting us bonus money, wasn't getting our projects put on the front burner, and wasn't moving us forward. He changed. Stay on top of the literature, and Online foci. Collected from dialogue Recognize Abundance-from Dewitt Jones participants from our Never stop learning. Be willing to consider that what you do is not the best way to accomplish the goal. "INNOVATING in HARD Never, ever give up, no matter who tells you that you cannot overcome your obstacles! Capturing Global Brainpower TIMES" online conversation at "Tactics of Innovation" were hugely responsible for how I developed and implemented my entrepreneurial program. the Global Dialogue Center on **Building relationships** March 31 with co-hosts and Always maintaining a sense of integrity in anything you do. Debbe Kennedy and Joel Barker

Make a personal commitment to direct your life's course, rather than just have it happen to you.

I created and conduct an anonymous 360 degree feedback annually and respond to that feedback to help drive my personal improvement. It has proven to be a very effective tool

Maintaining a wider perspective of living within your means but outside your comfort zone.

In such desperate times we should be looking for methods to become more united as a country. Stop replicating services in 50 different ways. Bring down the walls between the states so we can compete globally and even the playing field

The key to giving in this struggling economy has more to do with the vision of the organization than what is happening in the economy.

When feeling stressed stop take a breath, close your eyes. Invite your mind and body to become calm. Wait until you feel yourself calming down.

Then question yourself, what is best action or non action that I can take now. Wait for an insight. Act on it.

pay off your loans and credit cards, etc right away so that you don't have to pay interest! Make triple payments to your mortgage and pay ahead on the principal!!! It's a little thing, but I always ask for a piece of foil at a restaurant for left-overs instead of a Styrofoam box. It is MUCH better for the environment. Think how less we would be putting in the landfills!

When you plan (for yourself or your organization), be sure to give all your relevant stakeholders a meaningful opportunity to contribute to the planning process. It will make it far easier when you go to implement the ideas that were generated.

Living with no balance and loving it. I built my business while traveling the globe with my husband and daughter...

I am a true road warrior from the hotel industry that practices what I preach

Putting others first in everything will never lead you astray.

maintaining a level of integrity

new academic programs with focus on accelerated learning in the 21 century.

Doing strategic development of an organization or team through measuring health in vital areas.

I realized consultancy needs to go towards a deep shift. We need to become facilitators and work with collective learning tools.

I am focusing my work in this direction and it is amazing how everything works to that.

Providing child and elder care services; and wealth management education at all level in the organization.

Look for lessons learned and then continue to move forward

Don't "buy into" the credit card trap. Purchase long lasting quality. Be flexible; diversify. Go green.

Look for extension opportunities

With change there is always anxiety, but if you keep your wits about you, there is also opportunity through value innovation. Look for new problems to solve. (continued) can develop and implement solutions to problems that could have been solved long ago but time was not available to identify, investigate, and develop solutions.

Look to a "higher power," in my case, God.

Recognize how important you are to yourself and to the organization for which you work on a daily basis

Connected People Produce Results. I have invented a Promise-Based Management system that includes an online software that

I invented called the Accountability Scorecard. ALL of it based on what I learned from Joel Barker who Vie followed since the mid 70's

Distance Learning via Satellite

Self-Directed Peer Learning Engagement is a very good practice for learning and leading. It allows for leaders to foster a community of creative thinking together.

It can be a useful tool for sharing ideas and solutions for this time of crisis

The Utopia exercise - I will ask participants to answer a specific future-based question by putting their visions on a flip chart, either by drawing, listing or charting the desired outcome "in a perfect world".

Spending less is the same as earning more. I always think of services and things where I can cut back in my personal life. Monthly services that I may be getting that I no longer use or could do without, at least for awhile.

From time to time, I'm challenged by an employee that works for me to give them something (like a pay raise) or they will accept another position. I always focus them on their career objectives and tell them that I fully support what ever their decision.

Surround yourself with people you like

Pilot your "innovative" ideas with like minded folks in your organization instead of trying to first sell them to top management or folks who are more "conservative". Then share your success story with others in the organization.

Helping individuals understand complex ideas using multiple means including media, retreat style and community sharing.

Define the ways your service is a value-add in tough economic times ~ have faith.

Having a virtual office.

Tracking any and all areas for improvements

help everyone, every time, every where to understand there is more than one right answer because too often we stop at the first one.

Engaging ALL team members in the planning process of any new initiative. It is crucial to success.

learn as much as you can to position yourself for new opportunities develop and sustain relationships everywhere you go

Maintain balance by taking good care of yourself and being attentive to daily stressors, such as news about deaths, poverty,

war and grim views of the future; turn off or ignore the news at times, breathe deeply, visualize the world regaining balance.

Create in relationship vs. alone

Job Clubs; Using down time to improve systems and structure of business; Pursuing new interests and new friendships.

trust your instincts.. they are always correct.

Take the time to learn some basic software skills yourself rather than constantly relying upon others to do it for you. I'm not talking about becoming a programmer but some basic Excel and Word skills would help you and free them up.

It is too easy to say "think outside the box"; better to say "do not ignore inspiration". Instead of focusing on yourself, let go of your fear for a moment, and listen to your network. Stray words can be the kernel of a new world.

Ask your front-line staff, "what can we be doing better? To better serve our clients, save money, improve morale, etc.? The front-line staff members often have great ideas -- many that don't cost anything to implement.

Challenging ourselves to contribute more to the success of our company which will lead to the continual employment of our employees. It is important in any engagement to hear everyone's voice as soon as possible and to create opportunities for continual involvement.

This results in much greater buy-in of the finished product.

Do first in the day that you dread the most, always work from a list; don't get discouraged if at the end of the day you have not completed one thing on that list, but make a list of what you did get accomplished because sometimes we have to fight the fires

In every down economy, someone thrives. Look where the economy is begging for change, substitution, and renewal - that's where reinventing and renewing exists for thriving (not just surviving).

It is important to focus on what we want to happen. (rather than live in the fear of oh my...) It is a time to rethink how that might happen.

It's a time to be more creative about the work.

The best advice I've ever received is "be yourself." I've spent a lifetime doing that during which

I commanded 3 ships and a shore station for the U.S. Navy, discovered later in life I was a teacher spending a second career in academia. Now on my third ca Public/private partnerships using the networking & resources of the local church as a key ingredient

Be civil. Treat others you want them to treat you. At meetings, folks defer to my presence, speaking as positively as they can.

Learning to Lead and Live Through the Recession learning community among diverse group of persons in a region

Read two books: Fierce Conversations by Susan Scott Made to Stick by Chip and Dan Heath

Finding the positive in whatever the challenge is in front of me.

Get back to the basics - ask what's important today. Open the lines of communication - much like you're doing in this session and have a conversation. Listen carefully!

I use humor often in training, work and life in general. I think it is important to laugh daily and often. I also think it is important to remember the little things about people; their birthdays, their kids names, dogs names, etc. It shows you listen.

Change your everyday greeting Few years ago I learned to Greet people with a bright smile a confident erect posture and a cheerful "how are you?... I'm really well and getting better thanks for asking".

I am working on web-facilitated organizational development for schools.

Even within crises there are opportunities, if you study history you find examples of entrepreneurs who were very successful during recessions and depressions. A creation is always the manifestation of the creator.

"Women are the Global Power of Change" As women entrepreneurs are first "MOTHERS" and also "POWERFUL INFLUENCERS",

they can change the way human being are destroying our planet = they are the only Global "Soft Power"

Know materials content so as to encourage both faculty and student use.

sense making using strength-focused whole systems thinking

The role of prayer and love in leadership

Many years ago, when I was a child, I met Mohammad Ali, the boxer who said to me "you respect yourself, you respect other people, you'll do alright." I've tried to live my life by that principle.

Implemented Job Order Contracting to save time and money.

Ability to network with others

I expect myself and others to meet high expectations and most of the time we all do.

Embrace change as an opportunity to find more elegant ways for doing things. In times of economic crisis, learn to do less with less (as per Elliott Masie). Focus on the 20% that makes the 80% impact.

there is always room for growth, there is always something to learn every day, to me accessing the divine creator and have faith that everything will pass and there is light at the end of every tunnel if you keep your faith very strong and never let it go.

remember that new technologies always take longer to diffuse that their developers think

Look for the silver lining in the clouds. Refocus from all the bad news to re-visioning and re-directing use of time to concentrate on the unique opportunities that are there, in-bedded in all the muck.

ALWAYS know that there are two sides to every story and therefore stay neutral and calm until you have all the facts...

by then you can make a rational decision once you have all the facts....if you jump to a conclusion, half the time is it the wrong one.

Believe in simulations

I spoke at a networking group at a church. Told them God's economy was upside down--when you're poor you're rich, when you're weak you're strong, etc. Asked them to turn networking upside down and interview person on right, try to find them a job next week

Watch, listen...and then watch and listen some more. Be a learner ...always.

Listen carefully to the definition and details of a problem. Take the essence of the details and apply them to a situation OUT of the realm of the original problem and solve the issue THERE. Take the essence of THAT solution, and apply it back!

When time is stressful, I make it a practice to think before I speak. Words do have power and I try hard to not say exactly what I mean.

Be open to consider all alternatives to find what works -- this time may be different than last time!

I teach a personality theory called the Enneagram which I have found most helpful in learning how to live more harmoniously not only with other people, but with myself.

A few years ago after drastic circumstances and my life turning upside down and inside out, I never gave up. Survival jobs, were a given, but more so was going deep within peeling the layers to find who I truly am staying constant to me & my God given gifts

Infer positive intent even when others are critical, angry, upset, etc. Try to identify their real needs. First engage the heart, then the mind.

Being the best requires focus, attention to detail, patience, caring, flexibility, willingness to go outside of the box and try something new,

looking at others that are successful even apart from our type of business.

Keep an open mind Develop a network Willing to Change attitude

Bartering for service options

Practice gratitude. Come from service. Clean up your integrity. Play well with others.

inspire others; never give up--others are depending on us

Systems Thinking and understanding variation for evaluation of situations along with an understanding of motivation.

Look for the other right answer

One of Stephen Covey's 7th Habits...seek first to understand, then be understood.

Inclusion is the key to innovation/change...

Work should be sweaty, serious, and enjoyable. I'm most inspired when I realize I'm serving something larger than myself. My communication is most effective when I remember it's not about me. When stocks are down, I measure my value by the work I DO.

Things don't change - opportunity does

Employees who innovate are those with the greatest amount of empowerment, and those who know the current vision of their organization. writing produces ideas the reflection process begins with putting your ideas down on paper.

Attitude and Optimism are everything. Keep up hope, innovate, look and seek innovative ways to succeed. Work hard to make it happen. I think that greater understanding about the daily consciousness and the sub-consciousness and there interaction can provide a more useful understanding of our communication with others and with ourselves (inner-dialogue)

As a non-profit we are way behind many curves - though we are trying to add in technology that is being accepted because people better perceive the benefit to them.

Really know, understand, and develop your networking skills - always. Everyone talks about networking but a lot of people do not know how to implement

- put into action what they know about developing your network from every opportunity.

Don't be afraid to fail - involve those that are closest to the process to find real innovation.

Measuring thinking in process rather than after the fact.

Highlighting what we have and seeking to optimize its benefits

Using figurative language to illustrate a point - similes, metaphors, analogies, etc. Knowing that I cannot control the world, I can only control how I react to the world.

Make a plan (set goals & objectives) and work the plan! In addition, don't be rigid in your thinking when life doesn't go as planned ... be open to what new opportunities present themselves and run with them!

Don't ask "when is the economy going to turn around," or "when are things going to get "back to normal"? rather ask, what opportunities are being presented to me right now that will enable me to connect to what I truly value, to what is truly meaningful?

Exploring how people turn to traditional practices during economic crisis by tracking anecdotes and articles on social response to turbulence Long-lasting organizations and their brands are based on: Enduring RELEVANCE, adaptive CONTENT, and interdependent MUTUAL BENEFIT (see book: Brandscendence: Three Essential Elements of Enduring Brands).

All of us are smarter than one of us.

I help CEOs and organizations use a more scientific, objective manner to determine the requisite number of organizational layers - has been very insightful to many CEOs.

Development and implementation of benchmarks

Over the summer, I surveyed staff about energy savings ideas. These ideas were implemented through a plan including money projected to save shared with all staff so they could implement them in their own homes.

I help congregations develop an impact statement that has them look at the difference their congregation can make in their community.

Collaboration and appreciation are key to success.

listen to your body (I often forget to but am glad when I do) despite what your head is saying

Can-do attitude opens many paths, i.e. the answer to How is Yes! (from Peter Block).

The forest teaches that the self is a scalable construction of our imagination... a vital bit of wisdom and knowledge in the times we live in.

View things from the balcony and then the yard; Also, try viewing both at the same time (past and present to gain insight for the future). Mindset is causative

My tip: Prioritize your work load. Make a list of what needs to be done. Pick the three most critical items on your list. Prioritize those three and complete your #1 priority. Repeat.

We have a corporate training program for recent college graduates and we've begun a business case challenge where they work in teams of 6-7 to develop a case around a new business opportunity and then pitch their idea to our CEO and top execs.

Scanning all memos and sending electronically and having staff to respond saying they received and will comply.

you don't get what you want--you get what you picture; what you'll someday be, you are now becoming...one day at a time

Forming network of women leaders who support each other. Studying and researching role of emotional intelligence in leadership.

I went back to my creative source of writing and in writing a fun book which was like journaling, I began to discover who I really am and what my gifts really are. Follow your energy and get to flow.

I don't think I am doing things any differently than anyone else...I'm tightening my spending belt and asking "Do I need it?" instead of "Do I want it?" I'm hoping to learn more at this session.

Appreciative Inquiry

"The leader is the person who offers a path out of chaos." I read this in an airline magazine once and have seen it in action time and again. If you have a path and can communicate it, most people are very willing to follow. People don't like chaos.

Know what you stand for -- why you do what you do -- how you do what you do -- and build a marketing plan around you.

Positive sales/service/attitude tips shared with staff - - it's hard to keep everyone positive during these trying times.

Give yourself permission to work hard Keep on keeping on Look for the positive in things A little nature and fresh air can do wonders If you have your health and your family, you are already rich.

Focusing on the dreams and passions of the individual that I am helping and using their distinctive strengths to achieve their ideal self Education is most valuable and is thought of as keys on a key chain, the more you have the greater the opportunity you have to open doors before you. term limits

Support people to express who they are more authentically - people thrive when they are creating from their most enthusiastic selves. Great ideas, community projects, trading, bartering, people doing things they've NEVER done before and builds community.

Use of mass communication tools to convey information regarding available city services and allow for community participation in city programs. A family that is united by a commonly shared family vision will develop a value system that will enable it and its members to rise above whatever difficulties it confronts and work together to find meaningful solutions.

What "works" for me is to stop all activity and consider the NOW...no past, no future. There is only now...ours to "create".

asking others for advice, the act of explaining the problem helps to refine it.

teamwork

None, looking for inspiration

Learning to perceive, understand, and strategize in terms of systems.

I choose to eat lunch in the company cafeteria with generation Y in order to build friendship and knowledge exchanges across the decades. Great for getting insights into how that generation thinks and learns.

Don't worry too much; do good work and things will take care of themselves.

We created our own "Skulls Organization" with the primary focus of positively "speaking up" other members of the group.

This created a huge informal campaign and marketing effort, which resulted in the greater increase of all members involved.

Effective Listening for the unsaid...or in between

before recommending a change in process or technology, discuss what enables change within an organization with the stakeholders

You can only control one person, yourself. The approach to life you chose to take will influence the outcome.

Rely on cash instead of credit cards.

It's simple, honesty has really helped. Letting our hotels/speakers know that our company has been hit hard by the financial crisis -

it's amazing how much they've been willing to work with us to help us still create outstanding training for our members.

When coaching people make sure you are giving 110% when you ask a person to give 100%.

Instituted process improvement suggestion system for front line employees to submit ideas to improve customer experience or operational efficiency.

Display the suggestions and actions on internal site to that folks can track progress.

When you're talking to a group, focus on how you're helping them rather than what they are thinking of you.

Reaching out to develop relationships with people in my field and that support the field that I am in.

We help communities assess their economic situation and move into informed action. Our innovative Business Retention and Expansion Toolkit enables communities to learn about business issues and move into action.

The power of sharing information to harness other's creative potential

Think of the current global economic crisis as a comprehensive reformation in how business and government share the functions of stimulus, regulation, valuation, etc. rather than framing the situation in terms of "restoring" the previous model of prosperity

new opportunities arise from synthesizing multiple technologies to create a new solution

I believe what has worked best for our Educational Administration Program faculty is that we are committed to delivering a quality program via an online format while focusing on maintaining the personal relationships with our graduate students.

Campus collaboration efforts to standardize on academic technology

Developed professional networking groups and teaching others the power of word of mouth marketing. I am California Executive Director of Gold Star Networking Clubs, a relatively new networking organization now in 8 U.S. States and Canada.

Looks at different ways of doing your work in cost effective manners. Prioritize work that it is done efficiently.

Listen first to understand - then to be understood

flexibility

Focus on what has worked well, learning lessons from success, rather than dwelling on what has not worked so well.

Ownership needs to come from those executing work process, and making sure that not only those responsible for the work have that opportunity, but also that you are managing those individuals based on their work style, not on yours.

Always ask questions on the process when confronted with "we have always done it this way", as inevitably you will find that the process has become dated and inefficient.

Journaling as an idea capturing and development system. Start by writing down as many ideas or thoughts about the area of focus as you can think of. Sleep on it and add to the dialog. The scribble insights from whatever source they come.

I offer the fact of including all stakeholders in your innovation transitions.

Looking at failures and identify practical approaches to avoid them in the future - ensure that actual good bits are recognized and used in the future.

The difference between developing a solution verses solving a problem.

Inclusion and communication - although many of our organizations function in a "top-down" system, I have seen many times that the most effective way to ensure a smooth implementation is to involve staff in the design, up front.

Learn Appreciative Living Principles and practice daily

Don't forget the basics. When things get tough we look for other answers and the basics are still important, especially with selling skills and coaching. engaging the entire team in finding ways to turn the "crisis" into opportunities

Listen - hear people out - keep respect for all in any negotiation process -- use this with any meeting

Like Mae West, I believe that "anything worth doing, is worth doing slowly." Collaboration in cross-functional teams has solved problems in my organization that resisted individual department or "champion" solutions.

Learn to manage your personal finances well. Personal money management is a skill that everyone needs but few learn. It is hard to be innovative and creative when financial problems occupy your mind.

Blackhawk School District has worked very hard to improve communications with parents and students. It is difficult to move a mature community beyond their traditional thinking.

Consider virtual environments as spaces to meet all types of new and interesting people. When in doubt, reach out!

Let your market own your business

An online platform for indigenous communities to share and build on community development ideas, work in groups and get training.

Get innovators to envision the end-state of application and the benefits it offers users and other stakeholders.

I've recently been involved in coaching and am finding it one of the most rewarding and most beneficial approaches to assisting staff.

Ample time for listening to my inner voice

Draw a flowchart of your major processes. Start at the end, and work backward. Circle steps that give you headaches. Focus on innovations to make them work better. Re-draw your flowchart!

deliberate practice leading to new learning

Spend time each reflecting on your experiences and celebrating positives and planning redos.

Team building where differences, not similarities is the norm of the group and where cultural proficiency is the manner and rhythm of its behavior and function. Really listen to other people's stories. Empathize. Then don't judge. It creates a lighter burden for all involved.

Importance of relaxation techniques, de-stressors, simple self-care. It's always a good idea, but now it is even more important to be healthy.

When we're stressed our brains cannot & do not function optimally.

Cross-Industry field trips

Having teams with mush different back grounds all for newer ideas and opens more doors for all.

Seek first to understand

Geospatial thinking

Harvy balls work wonders in capturing a concept succinctly.

Always keep your mind, eyes, ears, and heart open. You truly never know when you might run into the right person, or the right idea, or the right answer, or the right question.

Facilitating a graduate course entitled Models of Sustainability

Use of the Kolbe Conative Index to build an understanding of how to value and leverage differing, yet complementary instincts across high performing teams. want more for others than you want for yourself.

Never quit asking: "What if?"

I adapted a "simple" way to incorporate humidity into dry hotel rooms with individual blower heaters. I wet a towel, place it in an ice bucket of water and put the other end on the heat blower.

My economic point of view is that the current state of the economy is my friend. An opportunity for innovation and a moment from which a new future will be created in society, industry and communities based on what really matters.

It is what it is, so don't fight what happens. Instead, look to see what can be done and what is positive.

Being flexible and able to keep up with each daily challenge.

Draw up a long term evolving game plan for learning, acquiring, planning & executing 21st century skill sets, by first identifying the masters; then the resources; mine started in the early nineties when I first embarked on my journey;

MS Outlook Meeting Invitations for Project Mgt.

The realization that nothing happens without relationships.

I have used course capture to post lectures online.

Focusing on the one or two things that will make the biggest difference.

It always pays to first try to work things out before deciding to give up on it.

Being able to get a good night's sleep when ability to make next mortgage payment is uncertain.

Golden Rule

Changed our billing cycle that rather than a final billing statement that is threatening to the patient, we do some background checks and send a proposed payment plan. We are amazed at how many signed agreements come back with Thank yous.

Trusting my wisdom to stay personally balanced and grounded during these turbulent times.

Having Clarity of Mind, Thought, Intention and attention to alternative ways

We have a program where we take training to the plants and customize it to the issues that are at hand. Thereby giving immediate application to issues and increasing learning.

I make my own laundry and dishwasher soap! And now my school is making its own cleaners, soaps, etc!

evaluate and consolidate services

You will see it when you believe it...really worked for me to move agenda forward

Working from my strengths

Instead of lunch meetings where you would spend \$15-\$20 on lunch... make it either before or after lunch for tea. Less expensive and you are not distracted by the persons eating.

I truly subscribe to Covey's ABUNDANCE MENTALITY. "Share your expertise and be open to the view of others - irrespective of their status in life" I live by the philosophy that opportunity loves a willing spirit and blesses those who say, consider it done.

Managing up

Listen to your customer - ALWAYS Lift and recognize the significance of the lowest employee in the chain Live life with the spirit of youth

Take a day at a time and stay focused for both the near and distant future.

Trust the potential and power of a good idea. It is the new currency.

Think of what is needed during changing times.

My eternal optimism- In a time of despair, refresh your mission with your targeted public & the ROI for their interest an engagement with you & your mission- people need the positive messages

Using an embedded meebo chat window to allow students to engage in "virtual office hours." Students know when I am on line or can come on line during pre-determined hours for an IM, audio, or video audio chat!

I think the three components are necessary in making changes happen in any organization as well as in an individual life.

They are self-assessment, good training or resources, and on-going coaching.

Not being selected for training gave me the chance to be of help to the individual that was selected.

keep your network going, read and develop parallel skills

Refocusing the purpose

responsible expenditure.

Don't crowd those you don't easily get along with; avoid antagonizing the situation & alienation. "Build a bridge" allowing mutual need to develop your professional relationship. Give respect to earn it. De-personalize the situation. Attitude is everything

Continually being willing to ask questions, and speak my opinion even if it is "against" the grain, or may make me feel stupid.

random acts of kindness

Coaching (not mentoring, not counseling, not therapy) produces the most significant growth for individuals and organizations--both private and public--of any leadership approach.

Doing of spiritual practices to lower defenses to God's power and love

To win new ideas and inventions, we do not only need smart people but also a green house where free thoughts, new experiments even mistakes are welcome. Above all, I think people are not born to be smart and innovative rather cheered to be so.