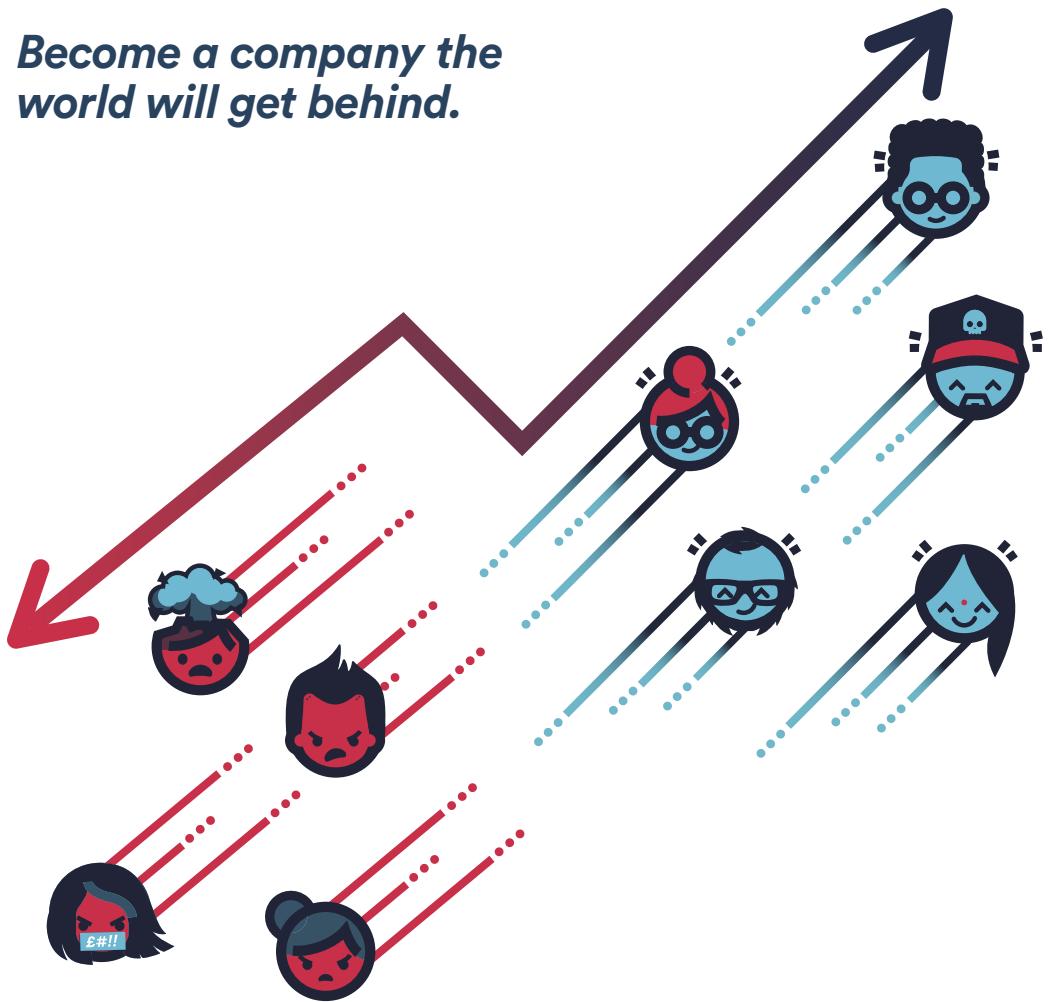


# INSPIRED INC.

*Lisa MacCallum  
Emily Brew  
with Nicole Howson*

*Become a company the  
world will get behind.*



## Inspired INC. - Audio Edition Visual Compilation

The following visuals have been compiled for the audio edition of *Inspired INC.* Visuals, summaries and creative contributions were used intentionally and throughout the book to bring examples to life and better inspire leaders to put the materials and examples into practice.

### THE END OF AN UNINSPIRED ERA

		Pg.	
<b>1</b>	<b>Profit is Good. Profit-as-Purpose is Not</b>	To compete today, companies must stand for ideas bigger than profit.	1
<b>2</b>	<b>Power Shift: The Rise of the New C.E.O.s</b>	Meet the new C.E.O.s: Consumers, Employees, and Outsiders. They now have the tools, motivation, and power to make or break your business faster than ever.	3
<b>3</b>	<b>Uninspired Companies and their Headwinds</b>	When the new C.E.O.s work together they're unstoppable. If they don't trust a business or don't like what it stands for, they will make life very difficult.	5

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### A FRAMEWORK TO BECOME AN INSPIRED COMPANY

<b>4</b>	<b>Inspired Mission:</b> Make a Promise with Many Winners	Inspired Companies are led by big ideas. Here you'll find the formula for the most important set of words in your company.	8
<b>5</b>	<b>Inspired Action:</b> An Introduction	Turning words into action is everything in today's battle of authenticity. Here we present the Inspired Action building blocks to help you deliver.	11
<b>6</b>	<b>Obsessive Alignment</b>	Big action and small action, every day, by everyone. Wire your business to deliver consistently and the first major milestone is reached: your employees believe you.	15
<b>7</b>	<b>Shake up the System</b>	Have the courage to break rules and defy industry norms when they get in the way of pursuing your big idea.	20
<b>8</b>	<b>Bold Conviction</b>	You now have the new C.E.O.s onside. Companies that make it this far in their journey develop the confidence to fight even harder for the ideas they stand for.	27
<b>9</b>	<b>Make-or-Breaks</b>	There are moments in business that disproportionately define you. Inspired Companies know intuitively what to do.	30
<b>10</b>	<b>Inspired Profit</b>	When the crowd is onside, inspired, believes, and trusts you – they can and will reward you.	32

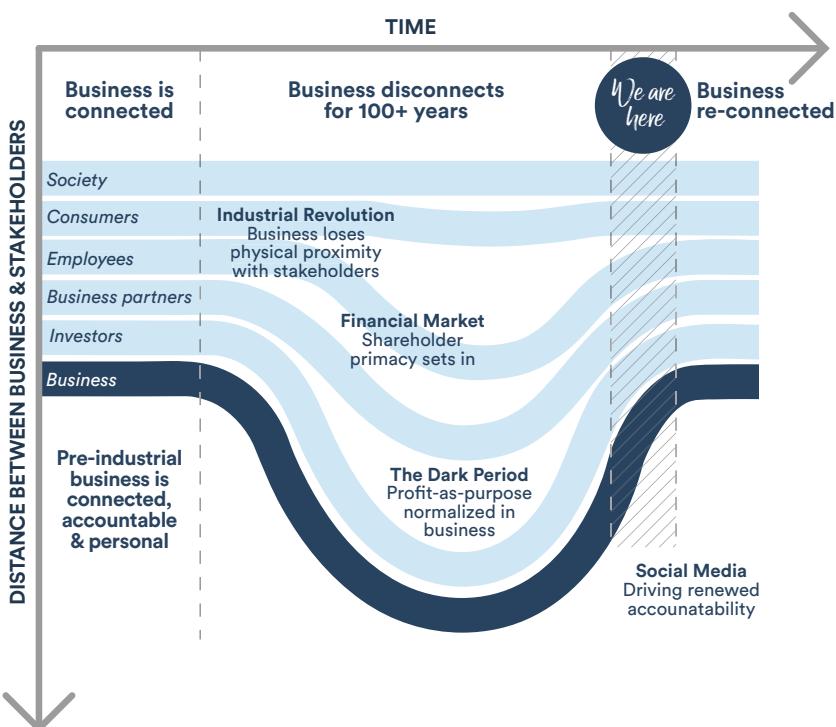
# **Chapter 1**

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**Profit is Good.**  
Profit-as-Purpose is Not.



Society re-emerges with unprecedented force.



**Figure 1:** Accountability to a broader range of stakeholder returns.

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## A framework for *Inspired Companies*: Mission. Action. Profit.

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# **Chapter 2**

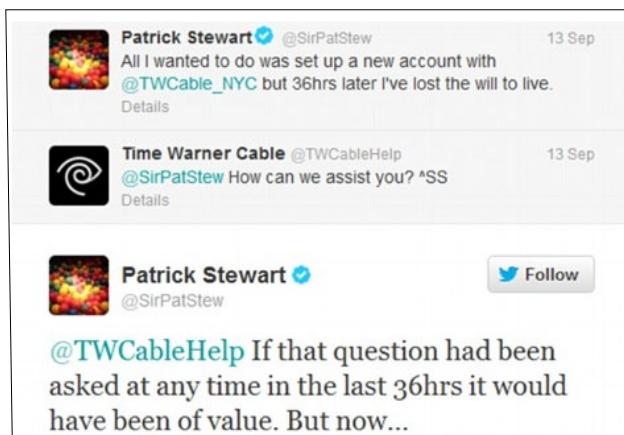
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## **Power Shift:** The Rise of the New C.E.O.s



In this chapter we pull from real social media posts to bring the unfiltered points of view of the *new C.E.O.s* and their impact on companies to life.

### **Consumers have taken control and it's going to stay that way.**



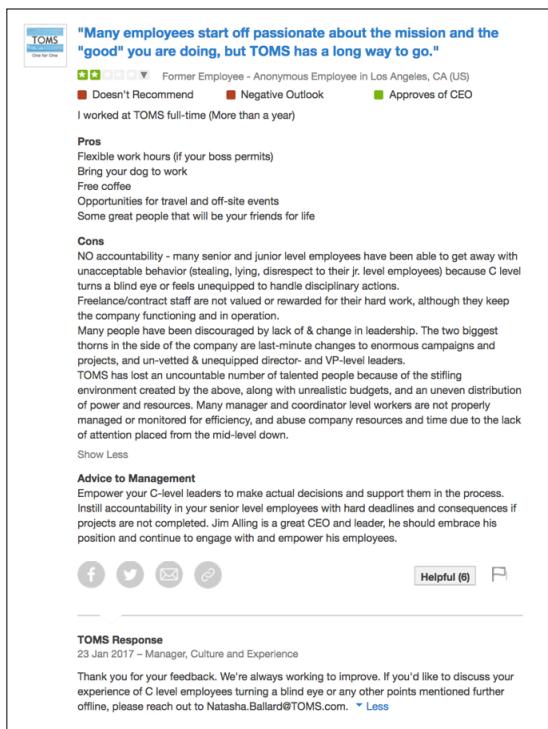
Patrick Stewart @SirPatStew 13 Sep  
All I wanted to do was set up a new account with @TWCable\_NYC but 36hrs later I've lost the will to live.  
Details

Time Warner Cable @TWCableHelp 13 Sep  
How can we assist you? ^SS  
Details

Patrick Stewart @SirPatStew Follow  
@TWCableHelp If that question had been asked at any time in the last 36hrs it would have been of value. But now...

The bottom line is that Consumers will no longer be ignored. They're going to shout about their experiences – good and bad. And the public is now more likely to listen to them than they are to listen to you.

### **Employees have always been a number – now they are a voice.**



"Many employees start off passionate about the mission and the "good" you are doing, but TOMS has a long way to go."

Former Employee - Anonymous Employee in Los Angeles, CA (US)

Doesn't Recommend Negative Outlook Approves of CEO

I worked at TOMS full-time (More than a year)

**Pros**

- Flexible work hours (if your boss permits)
- Bring your dog to work
- Free coffee
- Opportunities for travel and off-site events
- Some great people that will be your friends for life

**Cons**

- NO accountability - many senior and junior level employees have been able to get away with unacceptable behavior (stealing, lying, disrespect to their jr. level employees) because C level turns a blind eye or feels unequipped to handle disciplinary actions.
- Freelance/contract staff are not valued or rewarded for their hard work, although they keep the company functioning and in operation.
- Many people have been discouraged by lack of & change in leadership. The two biggest thorns in the side of the company are last-minute changes to enormous campaigns and projects, and un-vetted & unequipped director- and VP-level leaders.
- TOMS has lost an uncountable number of talented people because of the stifling environment created by the above, along with unrealistic budgets, and an uneven distribution of power and resources. Many manager and coordinator level workers are not properly managed or monitored for efficiency, and abuse company resources and time due to the lack of attention placed from the mid-level down.

Show Less

**Advice to Management**

Empower your C-level leaders to make actual decisions and support them in the process. Instill accountability in your senior level employees with hard deadlines and consequences if projects are not completed. Jim Alling is a great CEO and leader, he should embrace his position and continue to engage with and empower his employees.

[Helpful \(6\)](#) [Report](#)

**TOMS Response**  
23 Jan 2017 - Manager, Culture and Experience

Thank you for your feedback. We're always working to improve. If you'd like to discuss your experience of C level employees turning a blind eye or any other points mentioned further offline, please reach out to Natasha.Ballard@TOMS.com. [Less](#)

TOMS evaluation on Glassdoor post 2017.  
Image from glassdoor.com.

# **Chapter 3**

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## **Uninspired Companies and their Headwinds**



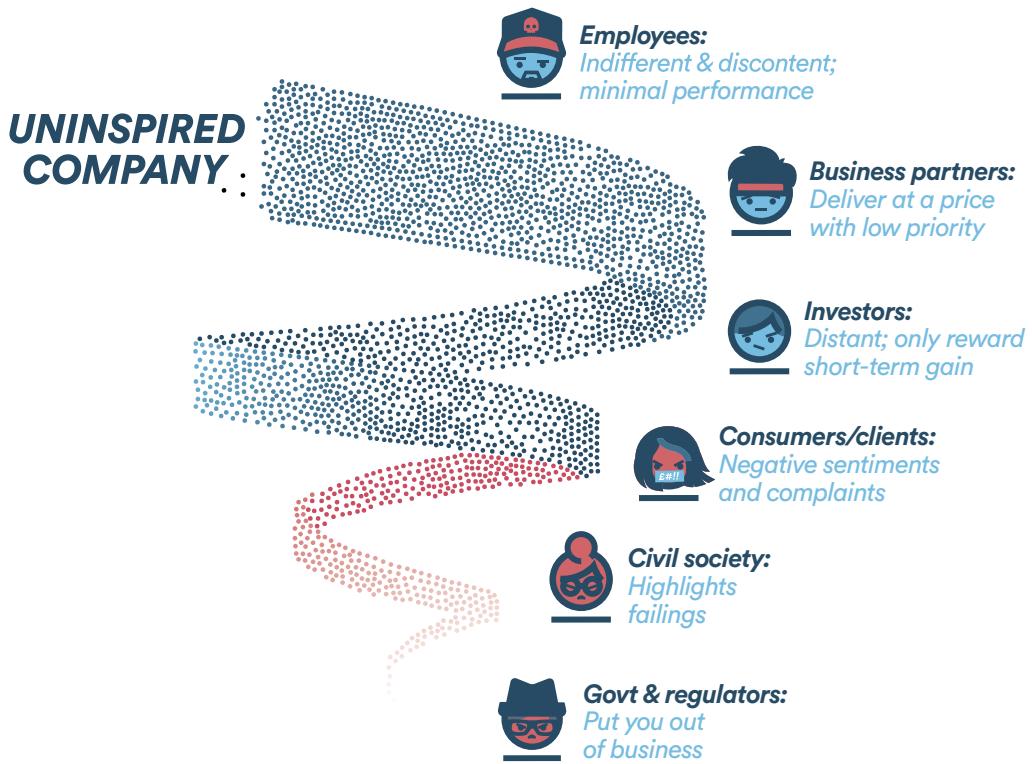
This Dilbert piece was added to bring some light humour to an otherwise hard truth about some of the less inspired norms in the corporate sector.



DILBERT © 2012 Scott Adams. Used by permission of ANDREWS MCMEEL SYNDICATION. All rights reserved.

**Uninspired forms of profit can last for a while. At least until the crowd decides against it.**

**Figure 2:** Headwinds: The downward spiral of uninspired companies.



The remaining chapters of this book explore the three pillars key to setting your business on a path to becoming an *Inspired Company*.

### INSPIRED *Mission*

**Stand for a big idea.**  
A promise with many winners.

### INSPIRED *Action*

**Authentic Pursuit.**  
The idea is everywhere - all the time.

### INSPIRED *Profit*

**Good money.**  
Value created when the crowd is onside.

# Chapter 4

***Inspired Mission:*** Make a Promise with Many Winners



## Your mission should be the ceiling, not the floor.



DILBERT © 1993 Scott Adams. Used by permission of ANDREWS MCMEEL SYNDICATION. All rights reserved.

### For the practitioner in you:

#### Is your mission uninspired? Red flags to look for:

- Is it narcissistic or a narrowly focused internal goal? (e.g., To be the best, the biggest, #1, the industry leader, etc.)
- Does it focus on a business model or a single competency? (e.g., We will excel in lean manufacturing, specialty retail, or customer service.)
- Does it describe good behavior? (e.g., We want to treat employees well and uphold ethical standards.)
- Is it trying to do too much? (e.g., Here's our strategy plus our values plus what we want to achieve.)

*If you answered yes to any of the above, you'll need a new mission statement.*

In summary, here are the things to think about when crafting an *Inspired Mission* or purpose statement:

### **Key features of *Inspired Mission* statements**

<input type="checkbox"/> <b><i>Is it an idea bigger than any one company? Focused on real people and real needs?</i></b>	<p>Is your purpose to dominate the road, or is it to open up the world for everyone to experience?</p> <p>Are you fixated on pushing sportswear into the market or do you want to inspire the world to move?</p> <p>Are you selling insurance products to those least likely to need it or are you focused on building resilient families and communities?</p>
<input type="checkbox"/> <b><i>Does your mission have many winners?</i></b>	<p>Does it create an opportunity for shared purpose?</p> <p>Does it attract others in and create opportunities for diverse and nontraditional stakeholders to participate in achieving your idea?</p>
<input type="checkbox"/> <b><i>Does your mission have longevity?</i></b>	<p>Is it an enduring idea that will pass the 100-year test?</p>
<input type="checkbox"/> <b><i>Is it a reflection of your company's spirit?</i></b>	<p>Don't copy someone else. Own your identity and find the right words to reflect it in your mission.</p>
<input type="checkbox"/> <b><i>Does your mission statement contain a power word or small phrase that concretely focuses your investment decisions?</i></b>	<p>A word or small phrase that keeps business decisions grounded in a core enduring idea. Not a business model or single product or service.</p>
<p>If you answered these questions honestly and feel good about your responses, you may very well be on the path to becoming an <i>Inspired Company</i>.</p>	

# Chapter 5

## *Inspired Action:* An Introduction



**There are five building blocks to turn big words into action**



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**If your values aren't ever present, they won't matter.  
It's not what you say, it's what you do.**

Employees will see the difference in a heartbeat, and in today's world, they won't keep it to themselves. If your company has clever writers among its staff who don't believe you, the outcome could look like this:

**Values, Behaviors and Statement of Purpose**

**VALUES**

As an independent communications marketing firm we value:

- THE RELENTLESS PURSUIT OF EXCELLENCE MONEY
- THE FREEDOM TO BE CONSTANTLY CURIOUS UNDER APPRECIATED
- THE COURAGE TO DO THE RIGHT LEAST EFFICIENT THING

Supporting material for the Aviva case citation:

### **Aviva's Corporate Values**

<b>OUR VALUES AND OUR PEOPLE</b>	
<b>Care More</b>	<b>Never Rest</b>
<b>Kill Complexity</b>	<b>Create Legacy</b>
We start with the customer and prioritise delivering a great outcome for them. We do the right thing, making sure we and those around us are acting with positive intent. We don't shrink from the tough conversations. We're in it together.	We fail fast and learn fast, testing and learning at pace. We embrace digital. We are dissatisfied with the way things are done now. We challenge ourselves to learn about the cutting edge and harness it. We get it done at pace.
We can list our priorities on one hand, picking a few things to do brilliantly. We make the call with the right information. We join forces and build it once.	We invest with courage, taking smart risks and making good decisions to ensure we allocate our resources where they can do most. We think like an owner, taking responsibility. We go for more than quick wins. We take the long view.

Aviva's corporate values (Aviva plc Annual Report and accounts 2017, page 12; [www.aviva.com/investors/annual-report-2017](http://www.aviva.com/investors/annual-report-2017)).

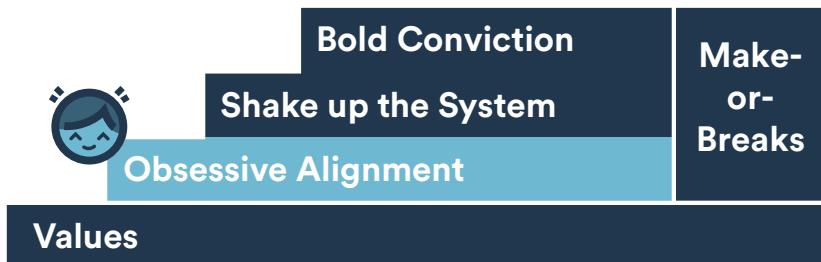
**Figure 4:** Inspired Action Practitioner Overview

<i>Inspired Action</i>	<b>Key Principle</b>	<b>Strategies</b>	<b>Key outcome</b>
<b><i>Obsessive Alignment</i></b> <b>Chapter 6</b>	Wire your business for everyday <i>Inspired Action</i> .	<ul style="list-style-type: none"> <li>• Distribute leadership at the start line</li> <li>• Organize around ideas not silos</li> <li>• Build bridges between mission, values and day-to-day decisions</li> <li>• Measure KPIs the <i>crowd</i> cares about</li> <li>• Build new muscles</li> </ul>	Employees believe you.
<b><i>Shake up the System</i></b> <b>Chapter 7</b>	Show the world you're serious.	<ul style="list-style-type: none"> <li>• Reimagine the top job</li> <li>• Bring the <i>new C.E.O.s</i> inside</li> <li>• Break rules</li> <li>• Play offense with shareholders</li> </ul>	The outside world starts to believe you.
<b><i>Bold Conviction</i></b> <b>Chapter 8</b>	Separate from the pack.	<ul style="list-style-type: none"> <li>• Fight when you have to</li> <li>• Disarm</li> <li>• Do something unexpected</li> </ul>	The <i>crowd</i> is onside, will advocate for and defend your business.
<b><i>Make-or-Breaks</i></b> <b>Chapter 9</b>	Double down on your values and <i>Inspired Mission</i> in the moments that define you.	<ul style="list-style-type: none"> <li>• Plan for the predictable</li> <li>• A better approach for common <i>Make-or-Break</i> moments</li> <li>• Show who you are when things really blow up</li> </ul>	You'll push the <i>crowd</i> away or draw them closer in, depending on what you do and how quickly.

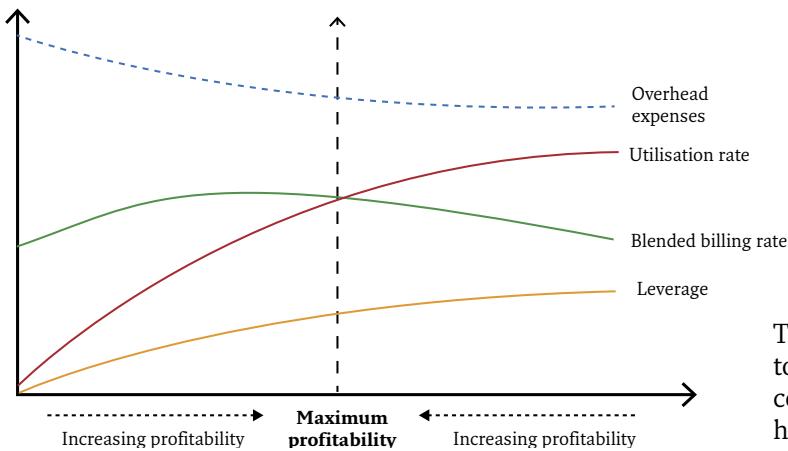
# **Chapter 6**

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## ***Inspired Action:*** **Obsessive Alignment**



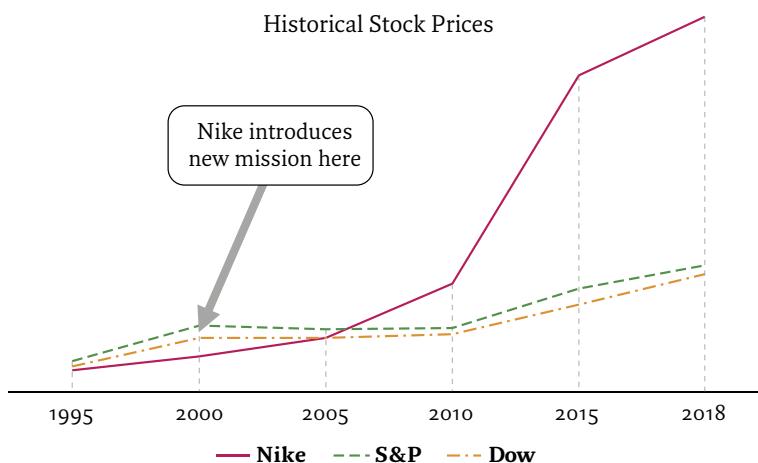
## Strategy 1 Core principle: Mission first, business model second.



**Figure 5:** Maister's profitability formula. Leverage = ratio of solicitors to partners; Blended billing rate = blended hourly billing rate; Utilization rate = billable hours recorded

This image is to support the commentary on how the legal services industry has squeezed inspiration out of its core.

## Strategy 2: Structure your organization in favour of your mission.



**Figure 6:** NIKE vs. the Dow Jones Industrial Average and S&P 500.

While we are not suggesting 'causation', this stock price analysis shows the moment in history when Nike changed its purpose from 'being the #1 sporting company in the world' to 'bring inspiration and innovation to every athlete\*' in the world. \*If you have a body you are an athlete'.

### Strategy 3. Build bridges between mission, values and day-to-day decisions.

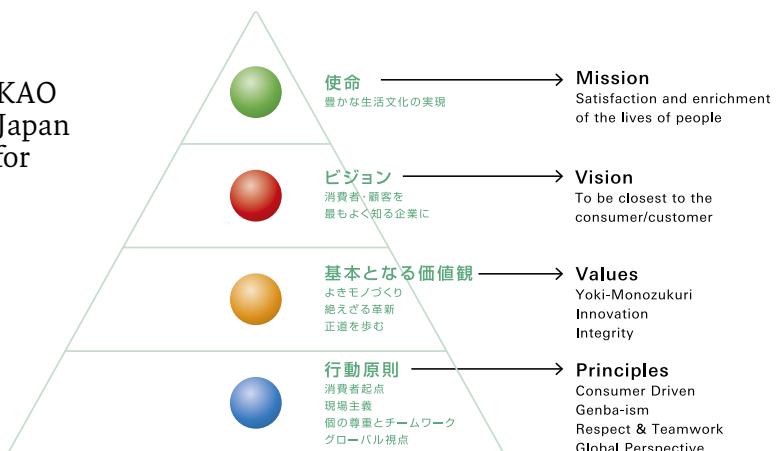
This image supports the Nike Inc. case citation for Strategy 3. Nike's maxims have since been updated.

Nike's 11 Maxims	
	It is our nature to innovate.
	Nike is a company.
	Nike is a brand.
	Simplify and go.
	The consumer decides.
	Be a sponge.
	Evolve immediately.
	Do the right thing.
	Master the fundamentals.
	We are on the offense – always.
	Remember the man.*

\*[the late Bill Bowerman, Nike co-founder]

### “The Kao Way” Image from KAO Corporation.

This image supports the KAO Corporation, Japan case citation for Strategy 3.



### Strategy 3. (Continued) Build bridges between mission, values and day-to-day decisions.

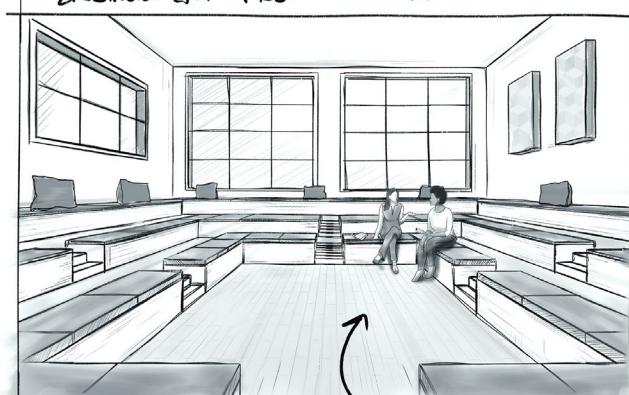
These images support case citations for KAO and AVIVA respectively as further examples of Strategy 3.



KAO Corporation manufacturing facility in Germany.

Image from KAO Corporation.

AGORA MEETING ROOM DESIGN PROMOTES  
ENGAGEMENT FROM ALL PARTICIPANTS.

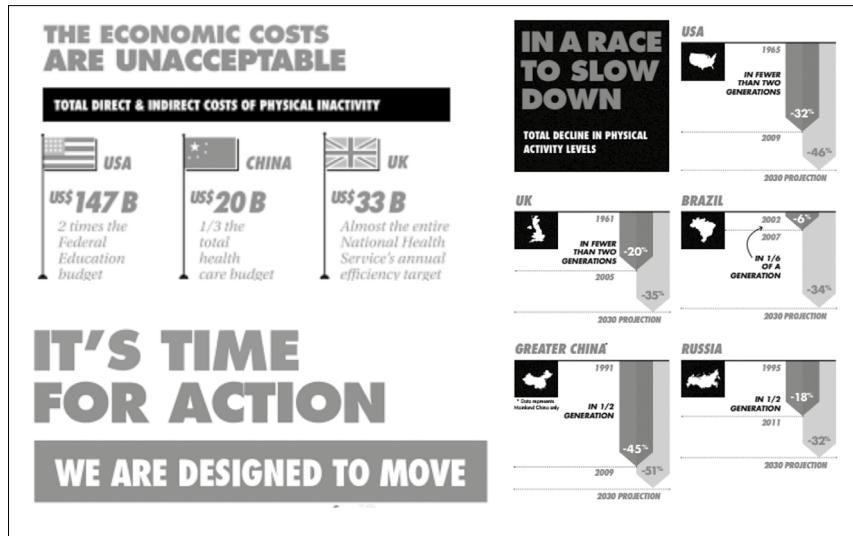


WHEN IN SESSION,  
THE LEADER FACILITATES  
FROM THE CENTER.

Artist's impression of Agora meeting room. Artist: Mitchell Rush.

### Strategy 4.2: Use data as a lightning rod to mobilize action.

The following images support the case citations for Nike and Tony's Chocolonely respectively and bring Strategy 4.2 to life. Both organizations measure and reference data beyond their own company to track impact.



Extracts from the Framework for Action, Designed to Move.

**Tony's crowd of new C.E.O.s – customers, cocoa farmers, consumers, customers and suppliers.**



Image from Tony's Chocolonely 2016 Annual FAIR Report.

# **Chapter 7**

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## ***Inspired Action:*** Shake up the System



**Strategy 2.1: Crowd-led innovation:** These days, whole companies are founded on the idea of customer-driven product design. To bring this concept to life we refer to examples from the apparel industry to website design and beyond.



A Picture This masterpiece.  
Image courtesy of Picture  
This Clothing.



Drupal Viking and his  
tattoo. Image from Hilmar  
Hallbjörnsson.

**Strategy 2.1: Crowd-led innovation** continued:



drupal

EXOVE



Instant Drupal tattoos designed & handed out by software development & design company Exove to participants of the DrupalCon community event.

Wildfang's brand manifesto.  
Image from Wildfang.

**WILDFANG**  
IS NOT A BRAND. WE ARE A BAND.  
MORE SPECIFICALLY, WE ARE A  
**BAND OF THIEVES**  
MODERN-DAY, FEMALE ROBIN HOODS  
**RAIDING MEN'S CLOSETS**  
AND MANIACALLY DISPENSING BLAZERS,  
CARDIGANS, WINGTIPS AND BOWLERS AS WE  
ROAM FROM TOWN TO TOWN IN THESE  
STOLEN STYLES OF OURS. LIKE YOU,  
**WE ARE TOMBOYS**  
BUT LIKE YOU WE ARE ALSO FRIENDS  
AND SISTERS, HEROINES AND HELLIONS,  
RASCALS, ROCKERS, SHAPESHIFTERS AND  
TRENDSETTERS. WE'RE HERE TO  
**LIBERATE MENSWEAR**  
ONE BOWTIE AT A TIME AND WE'RE DOING IT  
OURSELVES BECAUSE WE WANT IT DONE RIGHT.  
**SO, WELCOME**  
IT JUST SO HAPPENS YOU'VE HAPPENED UPON THE  
FRONT DOOR OF THIS REVOLUTION  
AND THE PASSWORD IS QUITE SIMPLY THAT LOOK  
IN YOUR EYES. YOU KNOW THE ONE,  
THE ONE THAT SAYS "PLEASE TELL ME I'M NOT LATE  
FOR THE PARTY!" TO WHICH WE'D REPLY: HELL, NO.  
**YOU'RE RIGHT ON TIME.**

### Strategy 2.2: Crowd-led branding.

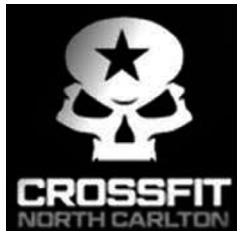
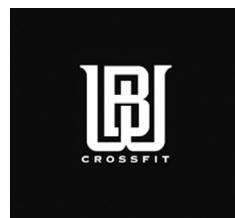
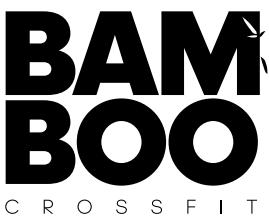
The next 3 images are examples of the *new C.E.O.s* being so inspired they created powerful creative work unsolicited by the organizations that ultimately benefited.

Obama 'Hope' visual - A graffiti artist defines a presidential campaign.

Shepard Fairey's poster of President Obama. Illustration courtesy of Shepard Fairey/ Obeygiant.com.



A consumer's unsolicited interpretation of NIKEiD. Image from Charles Hyde.



A selection of CrossFit logos, from across the U.S. and Australia.

## Strategy 2.4: Campaigns created with “Outsiders” become campaigns more of us can get behind.

Starbucks  
October 10, 2014

Presenting the #HowWeMet portrait series, on Starbucks Instagram.

#HowWeMet

As part of a recent global photo shoot, we asked photographers in 8 countries to capture images of people and their friends, colleagues, significant others, and uncover their stories through a simple question: "How did you meet?"

INSTAGRAM

Like Comment Share

Starbucks and 21K others Top Comments

A good example of what happens today if you exclude key parts of the *crowd* when you engage in topics they really care about.

black power alt bro  
@vidalwuu

y'all realize there are no coloured hands in the press photos right  
@Starbucks #RaceTogether

April  
@AprilOngApril

Not sure what @Starbucks was thinking. I don't have time to explain 400 years of oppression to you & still make my train.  
#RaceTogether

RETWEETS 309 FAVORITES 269

8:59 AM - 17 Mar 2015

leomeo Oluo  
@leomeoOluo

Being a barista is hard enough. Having to talk #RaceTogether with a woman in Lululemon pants while pouring pumpkin spice is just cruel.

RETWEETS 109 FAVORITES 161

3:09 AM - 17 Mar 2015

**When you're standing up for an issue that's bigger than you are (or already in play), think twice about creating your own hashtag, tagline, website or symbol.**



---

**Strategy 4.2: Play Offense with Shareholders.  
Proactively leverage your culture.**

Amongst a series of super creative examples, this image from Berkshire Hathaway shows perfectly how endearing authenticity is. If you're not fancy or cool, don't try to be!

<u>Saturday, May 6</u>	
Annual Meeting	
Doors Open	7:00am
Company Movie	8:30am
Q&A	9:30am – 3:30pm
Business Meeting	3:45 – 4:45pm (approximation)
NFM Picnic	5:30 – 8pm

Berkshire Hathaway's Annual Meeting in 2017

# Chapter 8

## *Inspired Action:* Bold Conviction



Bold Conviction

Shake up the System

Obsessive Alignment

Make-  
or-  
Breaks

Values

## Strategy 1.2: Unite with others

This series of tweets are a small sampling of a passionate crowd who took to social media to stand up for the NBA. The *crowd* will stand up for you when you stand up for them or the values they care about.

 <p><b>Mary</b> @<span style="background-color: #ccc; padding: 2px 5px;"> </span></p> <p>@nssaoftheway @SankofaBrown @PatMcCroryNC I'm thankful to the @NBA, but we have to rely on corps to defend civil rights in our state? Ugh.</p> <p>2:16 PM · 21 Jul 2016 ·</p> <p>1 Retweets 1 Likes</p>	 <p><b>Liza Schillo</b> @<span style="background-color: #ccc; padding: 2px 5px;"> </span></p> <p>.@NBA you've got a fan for life here- All-Star game leaving NC in honor of #LGBTI rights <a href="http://sports.yahoo.com/news/nba-pulls...">sports.yahoo.com/news/nba-pulls...</a> #equality @PatMcCroryNC</p> <p>2:16 PM · 21 Jul 2016 ·</p> <p>1 Retweets 2 Likes</p>
 <p><b>Suga Honey IceReach</b> @<span style="background-color: #ccc; padding: 2px 5px;"> </span></p> <p>Lmao it ain't the nba fault ... Blame @PatMcCroryNC <a href="http://twitter.com/bginthebuildin...">twitter.com/bginthebuildin...</a></p> <p>2:17 PM · 21 Jul 2016 ·</p> <p>1 Retweets 2 Likes</p>	 <p><b>JetsettersFlyin</b> @<span style="background-color: #ccc; padding: 2px 5px;"> </span></p> <p>#NBA Pulls #AllStarGame at #Charlotte Expected Cost to #NC \$100mil. That's expensive Hate #HB2 @PatMcCroryNC #LGBTI</p> <p>3:17 PM · 21 Jul 2016 ·</p> <p>3 Retweets 4 Likes</p>

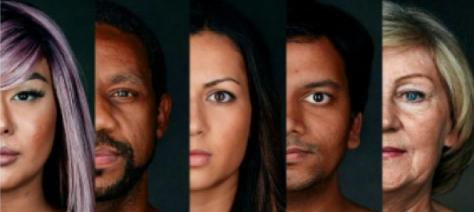
 <p><b>Ben &amp; Jerry's</b> • @benandjerrys</p> <p>Black Lives Matter. Choosing to be silent in the face of such injustice is not an option. <a href="http://benjerry.co/blm">benjerry.co/blm</a> #BlackLivesMatter</p>  <p>9:06 AM · 6 Oct 2016</p> <p>62,542 Retweets 88,822 Likes</p> <p>2.8K 63K 89K</p>	<p>Ben and Jerry's did not create their own hashtag or movement slogan to make a statement about where they stood on issues of discrimination. They gave their brand to the "Black Lives Matter" Movement. Not the other way around, - which is oftentimes the expectation when companies engage in "social impact".</p>
---	--

### Strategy 2.1 Make it right.

Sometimes making it right means righting the wrongs of others in support of your *crowd*.

Christine @StokedChristine · Jan 31  
Replying to @bchesky  
Happy to host people stranded in Germany. Looking forward to hearing more info on concrete steps (info not yet on website)

Airbnb Help @AirbnbHelp · Jan 31  
Hi Christine, thanks for your support. You can fill in the form on the following page: [abnb.co/VH9hWb](http://abnb.co/VH9hWb) Thanks!



Xe Murray @XeMurray · Jan 28  
Replying to @bchesky  
God bless you & what you're doing. I've never used @Airbnb before but I definitely will in support of a biz that supports others

Airbnb @Airbnb · Jan 28  
Thank you for helping championing with us, Xe.

### Strategy 3.1 Accelerate. Especially when others back down.

When faced with hate – celebrate who you are.



# Chapter 9

## *Inspired Action:* Make-or-Breaks



**Make or Break Moments:** Big mistakes, storms and scandals.

The example of United flight 3411 (where a doctor was forcibly removed from his seat on an overbooked flight) demonstrated in a powerful way how the *new C.E.O.s* will hold your company to account.

**TOP DEFINITION**

**re-accommodate**

to beat up and violently **drag** paying passengers off an **airplane** in order to make room for airline **crew** on stand-by.

*"I apologize for having to re-accommodate these customers."* (**Oscar Munoz, CEO, United Airlines**, April 10, 2017)

by **Wim2600** April 10, 2017



Niall Stanganie (@NiallStanganie) Follow

I remember when a young Mike Tyson re-accommodated Trevor Berbick in short order. #united #reaccommode youtube.com/watch?v=WAWU1d...

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# Chapter 10

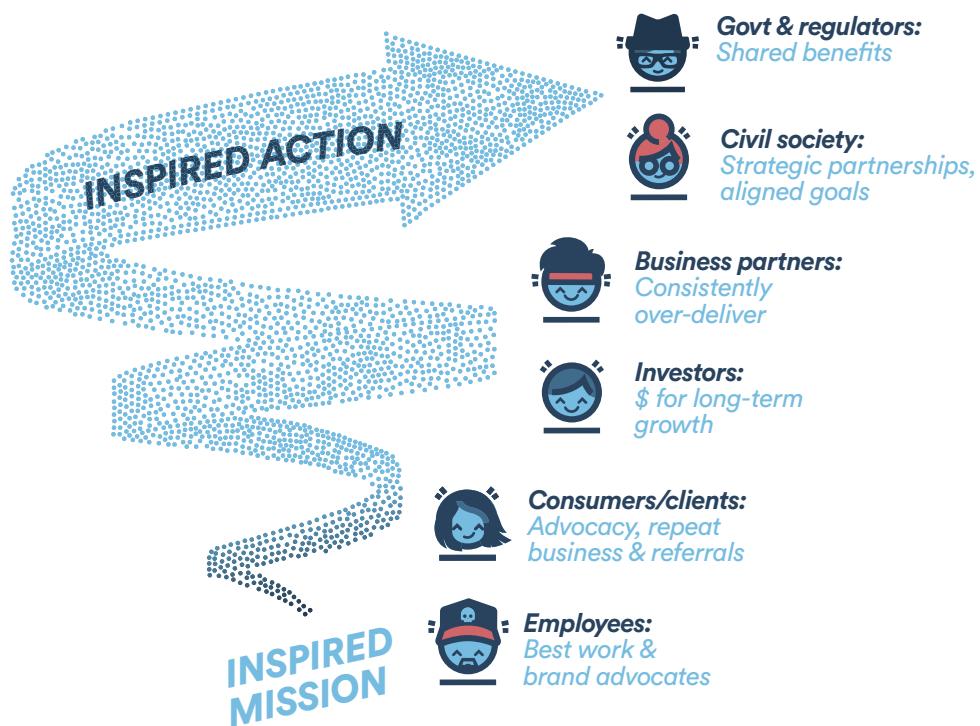
## *Inspired Profit:*

Value Created when  
the Crowd is Onside



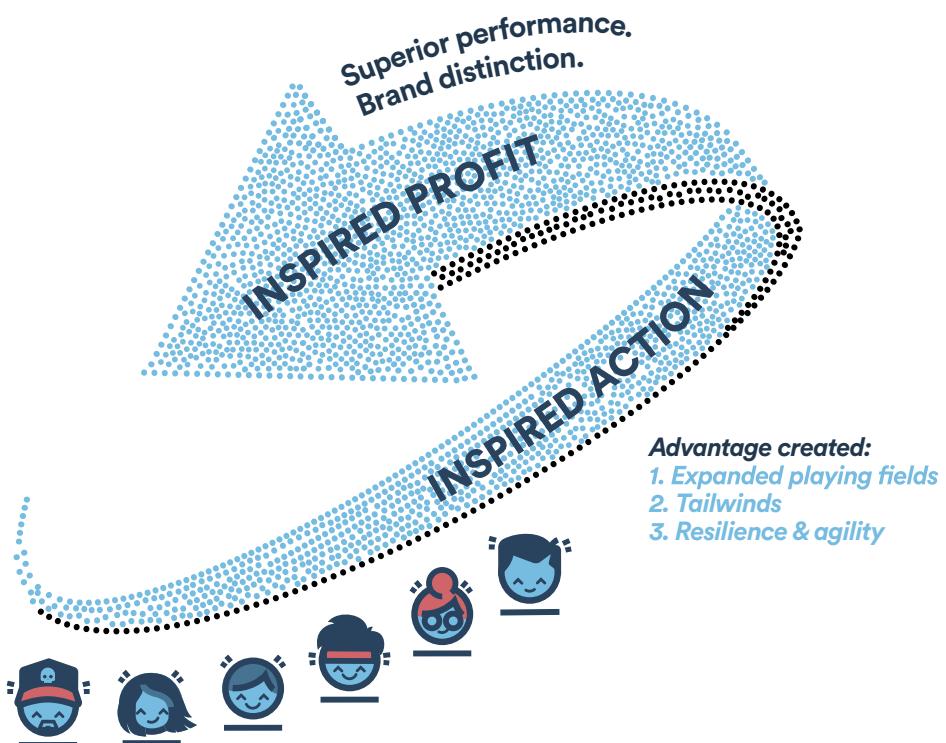
**Inspired Profit. Companies with the crowd onside create a set of benefits that more uninspired companies don't.**

Figure 7 below, depicts the powerful tailwind created from having the crowd of *new C.E.O.s* onside. This image, together with Figure 8 that follows, illustrates the competitive advantage of the 21st century enjoyed by *Inspired Companies*.



**Figure 7:** Crowd-fuelled tailwinds enjoyed by *Inspired Companies*.

## Inspired Profit. Brand distinction and a virtuous cycle



**Figure 8:** The compounding and virtuous cycle of *Inspired Companies*.

# Acknowledgments

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**Finally, the crowd that matters the most gets the last word:** thank you to Ryan, Joaque, Miel and Elle, whose support, love and patience inspire us every single day.