



KEVIN CARROLL **KATALYST**



CONTENTS

“When I met Kevin, I saw a man who manages to preserve the wisdom of his inner child. This human ‘Katalyst’ is able to bring out of reality its **magic** and out of people their **joy**.”

—Paulo Coelho, author and *Alchemist*

About Kevin Carroll	3
SPEAKING ENGAGEMENTS	4
KEVIN CARROLL AT NIKE	5
KEVIN CARROLL KATALYST	6
KEVIN’S INSPIRATION	7
RULES OF THE RED RUBBER BALL	8
WHAT’S YOUR RED RUBBER BALL?!	9
RED RUBBER BALL AT WORK	10
SPORT FOR SOCIAL CHANGE	11
KATALYST FOR SOCIAL CHANGE	12
TED & Kevin Carroll	13
Promotional Videos & Image Galleries	14
Press	15



Kevin Carroll followed his Red Rubber Ball from soccer fields in the Air Force to the 76ers and then to Nike where he earned the title “Katalyst.” Now he speaks at schools and companies around the world, trying to help others discover their inspiration and encourage them on their chase. He is the author of Rules of the Red Rubber Ball and the founder of Kevin Carroll Katalyst. He lives with his wife and family in Portland, Oregon.

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"Kevin's preparation, delivery, and execution were second to none."
—Judie Kletz, Procter & Gamble



Since 2004, more than **350,000** people from **200+** corporations, **150+** non-profit organizations, and dozens of schools around the world have been inspired by Kevin's dynamic presentations.

Kevin Carroll travels the world using his masterful story-telling skills to entertain, enlighten, and challenge business leaders and worldwide audiences. Using lessons garnered from the spirit and dynamics of play, Kevin helps them understand how to enliven and enrich their work lives, enhance innovation, and improve team dynamics and interpersonal communication.

CLIENTS INCLUDE

NBC-10 Consumer Expo	Maximum Impact	Six Flags, Inc.
The Walt Disney Company	GAP	Procter & Gamble
PepsiCo	State Farm	Microsoft
American Century Investments	The Bayer Group	ESPN
Wells Fargo	AOL	Gatorade
NBA All-Star Weekend	U.S. Marine Corps	NCAA
Discovery Communications	Target	SKYY Spirits
Vodacom South Africa	Capital One	Kaboom!
AT&T	General Mills	Philip Morris



"Put a dream in front of people, not a mission." —Kevin Carroll



"At Nike, my job was to inspire; to push creativity to the limit."

—Kevin Carroll

KEVIN CARROLL AT NIKE

Nike's co-founder and chairman, Phil Knight, hired Kevin to act as a "Katalyst"—someone who infuses the workplace with creativity. Kevin used his sports-focused background to deepen the understanding of athletic performance within the Nike culture, creating better teams—and better products.

What happened when Kevin gave 25 designers jerseys with "IT" printed on them and challenged them to start a game of tag on the Nike campus? In the creative department, people took one look at the "IT"-clad person and ran. On the business side, people thought computer help had arrived. In the end, 4,000 people participated in the game.

Also while at Nike, Kevin inspired the DREAM band. Before LiveStrong™ yellow and breast-cancer-awareness pink, a little wristband-that-could was making its way around America. DREAM stands for Dedication, Responsibility, Education, Attitude, Motivation.



The Way I See It #77

The human catalysts for "dreamers" are the teachers and encouragers that "dreamers" encounter throughout their lives. They are invaluable in the quest to turn ideas into reality. So here's a special thanks to all of the teachers – especially my teacher, Miz Lane!

-- Kevin Carroll
Hustler and author of Rules of

PLAY is serious in business.



"When you connect your passion to what you do, work becomes play."

—Kevin Carroll

KEVIN CARROLL KATALYST

Since leaving Nike, Kevin has partnered with iconic brands such as Starbucks® and BlackBerry® to help promote their social and business messages. In the spirit of play, Starbucks cup #77, all 17 million of them, features Kevin's thoughts as part of "The Way I See It" campaign. BlackBerry invited Kevin to be part of their "Ask Someone Why They Love Their BlackBerry" campaign.

In addition to delivering his legendary keynote presentations, Kevin conducts business workshops and retreats. Using tools and messages designed to stimulate creativity and new ways of thinking, Kevin helps companies improve team dynamics and communications. Clients include The Walt Disney Company, Mattel, Hasbro, Paramount Television, Procter & Gamble, Discovery Communications, Capital One, and HSBC Bank.

In turn, these organizations are helping Kevin spread the word externally by partnering with him to connect with their consumers. Surpassing business, Kevin is inspiring a whole new view on life.



“A red rubber ball saved my life.”
—Kevin Carroll



“I believe that circumstances don’t dictate your destiny.”

—Kevin Carroll

KEVIN’S INSPIRATION

I was born in Bryn Mawr, Pennsylvania, in 1958 to parents who eventually abandoned their three children. My father left before I was three, and I've only seen my mother a handful of times since I was six.

My brothers and I moved in with our grandparents on a modest street in a wealthy suburb of Philadelphia. There, amid the conflicting worlds of affluence, working class families, and down-and-out drug dealers, Mom-mom and Pop-pop raised us. I was a quiet, scrawny kid, and for a while I felt lost.

Then I discovered the playground! The playground and its wide-open field became my friend. It was a gathering place. It was a free place. It was there that I discovered sports—and the red rubber ball that fueled my dreams.

—from *Rules of the Red Rubber Ball*

Kevin’s life story inspired his internationally-acclaimed book *Rules of the Red Rubber Ball*. An author, speaker, and agent for social change, Kevin helps people identify and chase their dreams, which are symbolized by the red rubber ball.

kevincarrollkatalyst.com



Rule #6: Expect the unexpected.



**"An adult's version of Dr. Seuss's
Oh, the Places You'll Go!—
a pocket-size guide to finding your way in life."**

—Newsweek

RULES OF THE RED RUBBER BALL BY KEVIN CARROLL

Kevin has achieved incredible success with his first book, *Rules of the Red Rubber Ball*. Beginning as a self-published passion project in 2004, the book was picked up and re-published by ESPN for a ten-year contract. It's now in its sixth edition with over 100,000 copies in print.

With simple and delightful storytelling, Kevin channels his childhood passion for sport and play into a universally appealing blueprint for life centered around seven simple "rules":

1. COMMIT TO IT
2. SEEK OUT ENCOURAGERS
3. WORK OUT YOUR CREATIVE MUSCLE
4. PREPARE TO SHINE
5. SPEAK UP
6. EXPECT THE UNEXPECTED
7. MAXIMIZE THE DAY

RULES OF THE RED RUBBER BALL IS AVAILABLE ONLINE AND IN BOOKSTORES.

kevincarrollkatalyst.com



“Follow your bliss.”

—Joseph Campbell

WHAT'S YOUR RED RUBBER BALL?! BY KEVIN CARROLL

Kevin's second book is a follow-up to *Rules of the Red Rubber Ball*. Kevin wrote *What's Your Red Rubber Ball?!* for teachers, counselors, parents, and students. It's also a brilliant and playful tool for organizational development in business.

This engaging workbook, with foldout pages that can be written on, removable inspiration cards, a simple cardboard box, and examples from people who have found their Red Rubber Ball, is a powerful activity that leads readers on a chase like no other.

Kevin challenges his readers with these questions: What is your primal source of joy? What in life do you find irresistible? What activities enthral you? What topics do you love to discuss and ponder? What would you do for free? What dream do you chase?

All leading to the ultimate question: What is YOUR Red Rubber Ball?

Published by Disney Press+ESPN Books

kevincarrollkatalyst.com



"Play is challenging what's possible."
—Duff Goldman, Charm City Cakes



How do you ignite creativity, problem solving, and risk taking to score big in business?

THE RED RUBBER BALL AT WORK BY KEVIN CARROLL

Kevin completes his literary trilogy. Book three turns Kevin's childhood passions for playing ball, his love of reading books and learning life lessons into this book filled with inspiration, simple truths, important lessons and valuable insights. In this fun and thoughtful follow-up to his highly acclaimed books *Rules of the Red Rubber Ball* (2005) and *What's Your Red Rubber Ball?!* (2008), Kevin switches the playing field to the workplace, where innovation, creativity, motivation, engagement, problem-solving and teamwork are the headline issues. Drawing on "play profiles" from thought leaders, change agents, and business leaders, he explains how to bring a sense of play into the workplace to stimulate creativity, encourage risk-taking, achieve goals—and have a great time doing it!

Fully illustrated, with 31 profiles of successful "players" including ESPN president George Bodenheimer, bestselling authors Seth Godin and Malcolm Gladwell, Food Network host Duff Goldman, South Bronx activist Majora Carter, renowned author Paulo Coehlo, and many others!

Published by McGraw-Hill, 2008

kevincarrollkatalyst.com



Sport is universal, an inclusive international language teaching leadership, cooperation, and exemplary behavior in both victory and defeat.

SPORT FOR SOCIAL CHANGE

Kevin has traveled the world sharing his message of the Red Rubber Ball and the power of play. When people hear Kevin's message, they often want others to know what sport and play look like in their culture, on their playgrounds. People have shared stories of their own Red Rubber Balls and the actual balls from their playgrounds. People want their story to become a part of the journey, knowing that Kevin's ball collection traverses the world's longitudes and latitudes.

Kevin has dedicated his life to advancing sport and play as vehicles for social change. Among his many public speaking engagements, Kevin was invited to address the United Nations at the launch of its Year of Sports for Development and Peace in 2005. He was subsequently appointed as a Special Advisor to the humanitarian group Right to Play, which designs global sport and play programs for children and communities affected by war, poverty, and disease. Kevin is also involved with The Homeless World Cup, a program for socially-excluded homeless people and people living in poverty, promoting lasting change through the development of street soccer worldwide and a top quality, well-recognized annual tournament.



“I hope to inspire the next generation
of dreamers.” —Kevin Carroll



“Human potential is boundless.”

—Kevin Carroll

KATALYST FOR SOCIAL CHANGE

As part of nearly every speaking engagement he does, Kevin requests the opportunity to speak to school groups. Equipped with his famous Bottle of Magic, Kevin inspires children of all ages to define and chase their dreams.

Kevin partners with non-governmental organizations that share his vision. Some of these include Architecture for Humanity, which creates opportunities for architects and designers from around the world to help communities in need; Global Youth Partnership for Africa (GYPA), a non-profit organization that strives to cultivate the youth of Uganda as global citizens and partners in the development and advocacy for Africa; the Charter School Growth Fund, a philanthropic venture fund which works to grow the national charter sector and improve the quality of public education; and Work to Ride, a community-based prevention program in Philadelphia that aids disadvantaged urban youth through horsemanship, equine sports, and education.



& KEVIN CARROLL

[CLICK ON TITLE TO VIEW VIDEO OR ONLINE FEATURE](#)

TEDxVANCOUVER TALK: *a BALL Story!* 2010

TED FULL SPECTRUM AUDITIONS FINALIST:
We All Speak BALL! 2011

TED FULL SPECTRUM FINALS BLOG INTERVIEW 2011

TED GLOBAL ONLINE CHAT 2011

TEDxHARLEM TALK: *PLAY is Necessary!* 2012

TEDxRVA TALK: *PLAY is...* 2013

(Richmond, VA)

TEDxAustinWOMEN TALK:
The power + magic of Matriarchs! 2013

TEDxOU TALK: *TAKE A STAND FOR PLAY!* 2014

(University of Oklahoma)



PROMOTIONAL VIDEOS & IMAGE GALLERIES

CLICK ON TITLE TO VIEW VIDEO

PLAY IS...

“THE KATALYST” CONFECTIONS FOR THE CURIOUS SOUL

- Episode 1 WELCOME!
- Episode 2 OH THE PLACES...
- Episode 7 FOREVER YOUNG!
- Episode 8 FEET DON’T FAIL ME NOW!

CREATIVE MORNINGS (PORTLAND, OR / 2015)

CREATIVE MORNINGS (VANCOUVER, BC / 2020)

FIRST TECH CREDIT UNION - MEMBER SPOTLIGHT

FIRST TECH FEDERAL CREDIT UNION

PDX PHILANTHROPY - RIP CITY...RISE UP! VIDEO

UPWORK VOICES OF AUTHORITY - VIDEO

ESPN/THE UNDEFEATED - FEATURED GUEST

PHARRELL’S TEAM YELLOW & WARBY PARKER - HOST

- ABOUT <https://bit.ly/3dytsdi>
- VIDEOS <https://bit.ly/2QEBJDy>

THE ART OF SPORT + PLAY EXHIBIT VIDEO

(exhibit locales: St. Louis, MO/Portland, OR/Norman, OK)

THE ART OF SPORT + PLAY: EXHIBIT IMAGES

- SAM NOBLE MUSEUM (Norman, OK / Oct. 2013- Jan. 2014)
- MERCY CORPS (Portland, OR / Apr. - Aug. 2013)
- CENTER OF CREATIVE ARTS (COCA) (St. Louis, MO / Jul.- Sep. 2012)

MODA HEALTH - COMMUNITY CATALYST FOR MODA HEALTH

- RIP CITY RELAY
- KC’s FIRST MODA HEALTH COMMERCIAL
- KC’s LATEST MODA HEALTH AD



PROMOTIONAL VIDEOS & IMAGE GALLERIES

[CLICK ON TITLE TO VIEW VIDEO](#)

Where DREAMS and Reality Meet! (2012)

NIKE CHI - TALK (Chicago, IL / 2014)

Morsels o' Motivation (2016)

NIKE N7 Youth Summit (Vancouver, BC / 2017)

NIKE N7 Sneaker Week (2018)

KOBE BRYANT + KC Interview - Aspen Project Play Summit (2018)

ADEPTION APP - Raise Your Game! Intro (2018)

PORTLANTA

A Kids Book About...BELONGING



PODCASTS

[CLICK ON EPISODE TO LISTEN](#)

A Tribe Called YES!

- Episode 50
- Episode 51

Army of Game Changers Podcast! (Feb 2018)

- LinkedIn - show notes
- iTunes
- Soundcloud

Educated Guess

Finding Mastery

Marketing Mentor

Beyond the Uniform

Athletic Greens Inspiring Lives Podcast

Story

Living Fearlessly

Rising Coaches

Jon Gordon - Positive U

Water The Bamboo with Greg Bell

KATAGLYPHS SERIES (2020)



PRESS ARTICLES

CLICK ON TITLE TO JUMP TO FULL ARTICLE

ATLANTA VOICE	<i>Motivator Kevin 'Katalyst' Carroll encourages everyone to chase their dreams 'Red Rubber Ball'</i>	THE OREGONIAN	<i>Project invites all to have a ball</i>
BLACKBERRY AD DELTA		THE OREGONIAN	<i>Seven Days of One Big Red Ball</i>
SKY MAG	<i>Play</i>	THRIVE GLOBAL	<i>Living Fearlessly</i>
ENTRSEKT	<i>An Advocate For Play</i>	PHILADELPHIA DAILY NEWS	<i>His Secret to success? Follow the 'red rubber ball'</i>
ESPN	<i>Play Ball</i>	POSITIVE THINKING	<i>"You changed my Life, Miz Lane"</i>
KANSAS CITY STAR	<i>Playground games teach life lessons</i>	SPARQ	<i>The Game Inside the Game</i>
KIWANIS MAGAZINE	<i>April/May 2019 The Power of PLAY Issue</i>	SUCCESS	<i>Discover Your Creativity Practices to Unlock Your Thinking</i>
MOTTO NEWSWEEK	<i>Rubber-Ball Power</i>	SUCCESS	<i>From Bill Gates to Tony Hsieh: 19 Seers Shaping the World</i>
OREGON BUSINESS	<i>The List</i>	TD Magazine	<i>An Interview with Kevin Carroll</i>
ESPN/THE UNDEFEATED	<i>Featured Article + Network Show Appearance</i>		

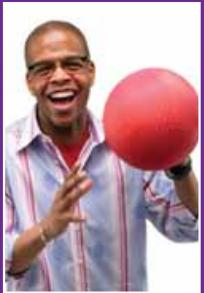
Morehouse men
journey home.

PAGE 2



Pastors of mega-churches called out

PAGE 3

Motivation speaker
Kevin Carroll

PAGE 7



Atlanta Hawks draft

Sheldon Williams

PAGE 12

THE ATLANTA A VOICE

VOLUME 40

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Voting rights group looks to sue GA on E-voting

By W. Hassan Marsh

A Georgia-based voting rights group is looking for funds to file a lawsuit against the state to develop an auditable and traceable electronic voting system. The group, VoterGA, hosted an informational session June 24 in Little Five Points to rally public support. The event drew a small crowd.

The attorney for the case, Chandler, won a U.S. Supreme Court decision against Georgia for unreasonable search and seizure of urine samples of election candidates. It was found to be a violation of U.S. Constitution's 4th amendment.

"This is a cause that will protect the freedom of our children and our grandchildren and the bottom line is freedom is not free," said Garland Favorito, the founder of Voter GA.

VoterGA intends to "file the suit on behalf of all Georgia voters to seek relief from E-Voting that cannot be verified, audited or recounted," according to a press release. To do so, they must find \$10,000 by July 10 to offer as an initial payment to Walker Chandler, the for-

mer Libertarian Attorney General candidate.

The price tag is short of the ballpark price of at least \$50,000 for initiating this sort of suit, according to a lawyer from Morris, Lober & Dobson, L.L.C., a firm that specializes in constitutional law.

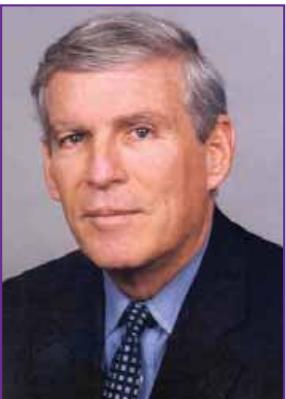
The attorney for the case, Chandler, won a U.S. Supreme Court decision against Georgia for unreasonable search and seizure of urine samples of election candidates. It was found to be a violation of U.S. Constitution's 4th amendment.

"I chose to take this case because we could end up with an election system that is completely dictated by the government," Chandler said. "I'm not saying that the people in power are doing it now, but you



VoterGA plans to file a lawsuit against the state of Georgia to have electronic voting machines issue a paper receipt for the votes cast. Secretary of State Cathy Cox says she supports a paper trail. She is not apart of the lawsuit. (Above) Shannon Rakestraw cast her vote at the First United Church of Griffin, Ga., in a past election. (AP/Kevin Liles, Griffin Daily News)

VOTING RIGHTS CONTINUED ON PAGE 4



New Medicaid mandate likely to cause millions to lose health coverage

By Dolores Bundy

Medicaid recipients and those applying for new coverage will be required by law to provide passports, birth certificates, or other special documentation to prove their status as U.S. citizens. Scheduled to go into effect July 1, 2006, this additional hurdle is likely to cause millions of U.S. citizens, especially those in nursing homes, people with mental or physical disabilities, disaster victims, people not born in hospitals or who never had birth certificates (sometimes due to racial discrimination, especially in the South), to lose their Medicaid coverage.

The new law passed in February of this year as part of the Deficit Reduction Act, for the first time ever, requires virtually every Medicaid beneficiary to provide documentation to

years. Until the new law was passed documentary proof of citizenship was required only of people whose citizenship was in doubt. The DRA, however, changed that by requiring all Medicaid beneficiaries to provide special documentary proof of their citizenship status. "This law does not affect the ineligibility of people who are legal immigrants," confirms Rachel Klein, Deputy Director of Health Policy, Families USA. "This is something that is often misunderstood. It only affects U.S. citi-

NEW MEDICAID ON PAGE 4

NEWS	2
OPINIONS	6
RELIGION	13
CLASSIFIEDS	14

JULY 6 - 12, 2006

theatlantavoice.com

Motivator

Kevin 'Katalyst' Carroll

encourages everyone to chase their 'Rubber Ball'

By Dennis M. Byron Jr.
Dbyron@theatlantavoice.com



Did you know that Kevin Carroll was the catalyst - or better yet, "katalyst" - for the silicone bands that express different themes through colors and messages that people are wearing globally?

Carroll began handing out clear versions of the wristbands boasting the acronym "DREAM" - "Dedication, Responsibility, Education, Attitude, Motivation" - by the thousands to children during his motivational speeches in 2001. Inspired by Carroll, Nike marketed BALLER bands soon after and the brand for celebrity cyclist Lance Armstrong sold over 50 million LIVESTRONG bands (above) geared toward fighting cancer, which Armstrong had successfully battled himself.

During the years of elementary school, bright-eyed pupils eagerly awaited recess to commence. Once those doors opened to the playground, it was a child's passport to freedom. Then the race began to see who could get to that red rubber ball first. That ball was something every child wanted in their possession to fully take advantage of that recess. Motivator, businessman and author Kevin Carroll's mission in life is to encourage the world to experience that same gratification through his speeches and *necessary* debut book, "Rules of the Red Rubber Ball."

Carroll's presence radiates a mystical energy - an enthusiastic spirit nurtured by an eventful life that blessed him with the ability to write an autobiography/self-help guide and spearhead a consulting firm jointly

geared to motivate, inspire and positively affect society's thinking.

Carroll has been highly successful with both projects and continues to burgeon globally.

While a trainer, Carroll's work ethics influenced Nike

founder and CEO Phil Knight to offer

him the opportunity to customize a position with the sneaker mogul's company in Portland.

Carroll writes, "At Nike, my job was to inspire. I tried to touch everyone, from shoe

designers and marketing

staffers to sales teams and

retail folks to regional offices

and Nike vendors; it was my

job to push their creativity to

the limit."

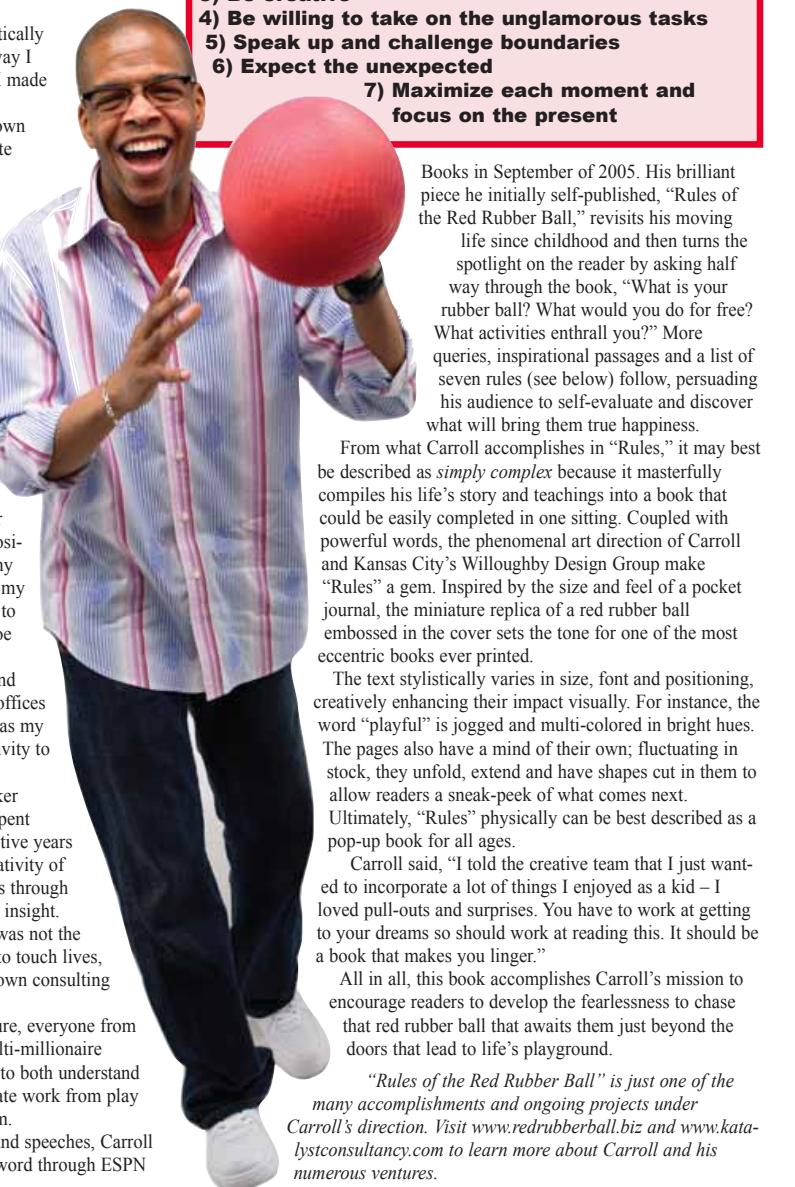
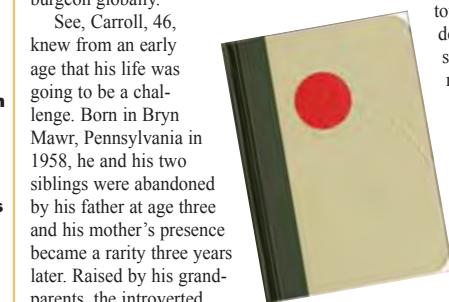
Earning the moniker "Katalyst," Carroll spent seven highly productive years augmenting the creativity of Knight's employees through his motivation and insight.

Realizing that Knight was not the only person who appreciated his gift to touch lives, Carroll's red ball led him to start his own consulting firm, The Katalyst Consultancy.

Since the launch of Carroll's venture, everyone from grade school children in Africa to multi-millionaire tycoons have been in awe for his gift to both understand the countless obstacles that differentiate work from play and create solutions to overcome them.

Having dreams to one day play soccer in Germany, Carroll enlisted in the Air Force and made them a reality until a knee injury abridged his "football" career. Regardless, he became fluent in Croatian, Czech and Serbian and practiced conversational fluency.

Through his global consultations and speeches, Carroll crafted another vehicle to spread his word through ESPN



Kevin Carroll's "Rules of the Red Rubber Ball" are:

- 1) Commit to your red rubber ball
- 2) Build and nurture relationships
- 3) Be creative
- 4) Be willing to take on the unglamorous tasks
- 5) Speak up and challenge boundaries
- 6) Expect the unexpected
- 7) Maximize each moment and focus on the present

Books in September of 2005. His brilliant piece he initially self-published, "Rules of the Red Rubber Ball," revisits his moving life since childhood and then turns the spotlight on the reader by asking half way through the book, "What is your rubber ball? What would you do for free? What activities enthrall you?" More queries, inspirational passages and a list of seven rules (see below) follow, persuading his audience to self-evaluate and discover what will bring them true happiness.

From what Carroll accomplishes in "Rules," it may best be described as *simply complex* because it masterfully compiles his life's story and teachings into a book that could be easily completed in one sitting. Coupled with powerful words, the phenomenal art direction of Carroll and Kansas City's Willoughby Design Group make "Rules" a gem. Inspired by the size and feel of a pocket journal, the miniature replica of a red rubber ball embossed in the cover sets the tone for one of the most eccentric books ever printed.

The text stylistically varies in size, font and positioning, creatively enhancing their impact visually. For instance, the word "playful" is jogged and multi-colored in bright hues. The pages also have a mind of their own; fluctuating in stock, they unfold, extend and have shapes cut in them to allow readers a sneak-peek of what comes next. Ultimately, "Rules" physically can be best described as a pop-up book for all ages.

Carroll said, "I told the creative team that I just wanted to incorporate a lot of things I enjoyed as a kid - I loved pull-outs and surprises. You have to work at getting to your dreams so should work at reading this. It should be a book that makes you linger."

All in all, this book accomplishes Carroll's mission to encourage readers to develop the fearlessness to chase law red rubber ball that awaits them just beyond the doors that lead to life's playground.

"Rules of the Red Rubber Ball" is just one of the many accomplishments and ongoing projects under Carroll's direction. Visit www.redrubberball.biz and www.katalystconsultancy.com to learn more about Carroll and his numerous ventures.

Smile for Today

Mistaken Identity

A drunk guy is walking down the street. He sees this nun, runs up and knocks her over. He says, "You don't feel so tough now, do you, Batman!?"

Comedian actor Mark Curry in Atlanta

Comedian/actor Mark Curry makes a rare appearance July 6, 7, & 8 at the Funny Farm comedy club in Roswell. Curry hosted his sitcom on ABC, Hanging with Mr. Cooper for five years. Go to comedycentral.com to see a clip of Curry's routine.



Kevin Carroll

*Author, Rules of the Red Rubber Ball
Founder, The Catalyst Consultancy*

Ask Kevin Carroll Why He Loves His BlackBerry

"I am proof that a red rubber ball can change someone's life. So many wonderful lessons come from play. In the 21st century, we need to be more flexible, more nimble in our thinking. My BlackBerry® allows me to 'do' in a more agile way. To be more imaginative. To maximize every single day. And to convey my message about the power of sport and play to foster 'social change.' My BlackBerry is a catalyst, just like I am."

Find out how BlackBerry can help you live a larger life at www.blackberry.com/ask.



BlackBerry



Research shows that our biological inclination to **let loose** helps us deal with life's challenges, **innovate**, think more creatively—and, of course, it's just plain **fun**.

By Mark Anderson

e didn't want to fight, but all the other kids on the playground had already made up their minds. If 9-year-old Kevin Carroll was going to continue using this Philadelphia city park, he would need to go toe-to-toe with the new kid. So he did.

Like wolf pups in a TV nature documentary—half horsing around and half holding their place in the pecking order—Carroll and the new kid rolled around in the dirt and faked some punches. The fight was convincing enough that none of the other kids could say Carroll wasn't trying. But neither child was exactly crying or bleeding, either. Everyone else on the playground soon got bored and moved on to something else.

Meanwhile, Carroll and the new kid found that they were having a blast.

"You wanna come to my house for a peanut butter and jelly sandwich?" the new kid asked Carroll as they each dusted themselves off.

Carroll—now 52 and an acclaimed author and motivational speaker as well as a former trainer for the Philadelphia 76ers—had had what he calls a "red rubber ball moment." Carroll had discovered how play can transform even tense, high-stakes moments into pure fun and form deep connections that can last a lifetime.

Not only did Carroll become lifelong friends with the new kid, Norman Lane (who tragically died in a car accident at age 26), but he also was all but adopted by his new friend's family. "Forty-three years I've known the Lanes," Carroll says today. "I still have a key to their back door."

Carroll is one of a growing number of evangelists for play. But not just play in the dictionary sense. (As San Francisco psychiatrist Lenore Terr points out, some dictionary definitions tag play as something children do.) But also in the sense of anyone at any age tapping into that same childlike sense of wonder and playfulness, whether it's in sports, in the workplace, in a hobby, in the kitchen or even just playing with one's own kids.

Stuart Brown, a medical doctor, psychiatrist and founder of the Carmel Valley, California-based National Institute for Play, says not only can play be beneficial, it's actually essential: "Humans are designed by biology to play throughout their entire life cycle," he says. "For a lot of animals . . . play pretty much disappears [when they're grown]. For humans, it doesn't. It changes. The drive for it is less in adulthood. But it's still there."

Vacations, sports, resorts, hobbyist clubs and organizations—and indeed much of the world of arts and creativity—all attest to the human need for play. And Brown says brain



research suggests this state of mind is as deeply seated as it is often profoundly felt.

Play, he says, "is not cognitive, linear thinking. And it's not sleep and dreams. But it's kind of the bridge between those. And it emanates from deep centers in the brain that are largely about feeling and survival."

For instance, Brown points to a landmark study by the Canadian neuroscientist Sergio Pellis, who examined rats, usually a playful species. However, Pellis' team raised a cohort of rats who were systematically denied play from birth onward. The scientists then set a used cat collar in the rats' cages. Hard-wired to flee at the scent of a cat, the play-deprived rats ran for shelter—as did a control group of rats who were not denied play.

But after the initial moment of flight, the play-deprived rats fared worse and worse. "Their stress levels stay up higher," Brown says. "Their ability . . . to begin to survive through foraging and getting food is greatly limited as compared to those rats who've had normal rough-and-tumble play, whose stress levels go down quicker. And they go out and enter the hazard-laden world."

Play, in other words, seems to help the brain adapt and improvise when unexpected challenges arise.

This conclusion is borne out over 40 years of research and field work, during which Brown has conducted what he calls "play histories" of 6,000 people, from Nobel laureates to hardened criminals. Some of the highest achievers in business, science and the

arts, Brown finds, have some of the richest histories of play throughout their lives. "Either through their parents or through their own initiative, many successful people have maintained a common thread between early natural play tendencies and what they do in their adult lives," Brown says. "For some, the work-play separation is virtually nonexistent."



he other end of the spectrum is perhaps just as instructive.

The first play history Brown took, in fact, was a posthumous investigation into the life of Charles Whitman, an architectural engineering student at the University of Texas in Austin who on August 1, 1966, went on a horrific campus shooting rampage that killed 17 and wounded 31 before police gunned Whitman down.

Reporting to Texas Governor John Connally, Brown noted that Whitman had evidently

never experienced unfettered childlike play during his life. A superachiever who was the youngest Eagle Scout in the history of the Boy Scouts, Whitman was also as a youth denied every opportunity to horse around with his friends. Whitman's father scorned play, saying his boy should instead be doing something "useful."

"When he was unable to handle his aggressive and hostile impulses when humiliated and stressed, he became preoccupied with violence," Brown says. "He killed his wife and mother and all those people, with the facade of being Mr. Nice Guy, normal, Eagle Scout, good B-student and so on." Of course, Whitman's case is the far extreme of what Brown calls "play deprivation." Nevertheless, denying normal impulses to play in less extreme ways still has consequences for a person's mental well-being.

In his 2009 book *Play: How It Shapes the Brain, Opens the Imagination, and Invigorates the Soul*, Brown disputes a related common misperception. "The opposite of play is not work," he writes. "The opposite of play is depression."

"A lot of the outcomes of a seriously play-deprived life are to have a kind of rigid and hopeless, driven way of looking at the world," Brown says. "Your life is driven by security and responsibility . . . or [the belief] that every moment needs to be productive with a specific outcome. And yet the paradox of being human

is that we become more responsible, more empathic, more productive by honoring our play nature."

So what is play? Terr, author of *Beyond Love and Work: Why Adults Need to Play*, calls it "activity aimed at having fun." Brown, on the other hand,



PHOTOS PAGE 72: KIDS, CLOCKWISE FROM TOP LEFT: BRAND NEW IMAGES; CHRIS MARK MANN/ALEXANDRA GRABLEWSKI; ROBERT DALLY/TAY REES; FUSE KING/CUT OUT PHOTOGRAPHY: PAUL NAULIS; THIS PAGE: SWANSON STUDIO (KEVIN CARROLL).

says he's seen it in too many different forms to be able to provide a universal definition. Rather, he highlights key properties: Play is something done for its own sake; it's voluntary; there's an inherent attraction to it; the player experiences a kind of freedom from time and perhaps loses track of his or her own self; it's open to improvisation; and finishing it leaves one wanting to do more.



very person, of course, has his or her own favorite forms of play. To find it for yourself, Brown says, think back

to a moment of pure, childlike joy or pleasure as a youth. Perhaps it was a first bicycle or a birthday party or a family outing or vacation. Now, Brown says, "Whether you've got three kids and a tough job with a lousy boss or financial strain—ask yourself: How can I now find someplace in my existence to experience those feelings again?"

The answer might be in sports or taking up an instrument or joining a book club or writers' group. Maybe it's as simple as trying out new recipes at dinner or building that model airplane you never got to make as a kid.

For Carroll, getting to the root of play means reawakening that childlike sense of seemingly endless curiosity. Adults, he points out, often go through their days looking down, often these days at a screen. Whereas kids, he says, are more often looking up. "They're always trying to bring new things into their imagination," he says. "I have one 'look up' day per week. I spend more time looking up than looking down. It allows me to see new things from new eyes."

Carroll, who has spoken to crowds of school kids, Fortune 500 executives and United Nations dignitaries, sees play as essential in the workplace. It can sometimes be sparked by the simplest object. "We all speak ball," Carroll says. "When you bring a ball with you somewhere, people want to know, What are you going to do with that? It's a magnet."

Carroll's "red rubber ball" series of books—*Rules of the Red Rubber Ball* (2005), *What's Your Red Rubber Ball?* (2008) and *The Red Rubber Ball at Work* (2008)—uses this centerpiece of sports as a metaphor for rediscovering and exercising the muscles of creativity everyone had as a kid. "I always tell people, play is serious business—and play is serious in business," Carroll says.

In *Red Rubber Ball at Work*, Carroll highlights the stories of 33 businesspeople, artists, writers, doctors, researchers and philanthropists who all have incorporated play into their worlds of work, with often life-altering and career-changing results.

"Think back to your childhood," Carroll writes. "Activities we called soccer, tap dancing, marbles, double-dutch, blocks and tag were also exercises in resourcefulness, planning, strategy, design, decision-making, creativity and risk-taking."

As *Red Rubber Ball at Work* reveals, keeping a playful mindset in the workplace—and discovering inroads to



adapting favorite forms of play from childhood—can indeed yield significant results.

For instance, a boy growing up in the Bronx built entire worlds around his train set, while a girl growing up on her grandparents' Mississippi farm crafted whole cities out of the sand and dirt found in abundance behind her grandparents' barn. That boy, Carroll's book reveals, is Larry Rosenstock, CEO of San Diego's High Tech High, a world-renowned hybrid academic-vocational high school that the boyhood model-train enthusiast founded to fuse his love of technology with his passion for imagination. That girl is Ann Willoughby, founder and president of the Willoughby Design Group, a firm that builds products and brands around, as their website puts it, "emotionally centered, visual storytelling that leaves lasting impressions."

Another girl loved to stage imaginary theatrical productions during her youth, while still another enjoyed pretending to be both a teacher and librarian to her younger brother. The former is Ivy Ross, today executive vice president of marketing for



Stuart Brown, founder of the National Institute for Play, says denying our need to play can have negative effects on our emotional well-being.

Additional Photography Credits //

Page 44-45 //

Page 44: Courtesy Museum of Fine Arts, Boston (Marjorie Merriweather Post brooch); Danny Clinch (McGraw); Axel Heimken/dapd (Sade); NBC/NBCU Photo Bank via AP Images (Bareilles); Courtesy Trump Ocean Club International Hotel and Tower Panama (Trump Ocean Club International Hotel and Tower). Page 45: A. Ko © SDCC (Artists' Alley at Comic-Con 2010); Peter Stigter (Amsterdam Fashion Week); The Art of Living Foundation (World Culture Festival); Courtesy Copenhagen Jazz Festival (Hancock).

Pages 46 //

Photos: AP Photo/Karen Wilson (ASP World Masters), AP Photo/Charles Sykes (Carell), Rob Shanahan (Yes); Tom Sheehan (Coldplay); Courtesy of American Black Film Festival (American Black Film Festival); Brian Stanton (Midsummer Night Swing); Stephane Cardinale/People Avenue/Corbis (Paris Fashion); Chris Christodoulou (BBC Proms).

Pages 63 //

Clockwise from top left: (Saugatuck dock) Erin Wilkinson; (Saugatuck signs) Felicia Fairchild/Saugatuck/

Douglas Convention and Visitors Bureau; (St. Simons beach) Chris M. Rogers; (Colorado kayak) Matt Inden/Weaver Multimedia Group; (Colorado mountain) Denise Chambers/Weaver Multimedia Group; (Nantucket Harbor) nantucketislandresorts.com; (San Juan Island child, pie, The Island Inn at 123 West, dining on lawn) Charity Burggraaf; (biking in St. Simons) Chris M. Rogers.

Pages 84-85 //

Row 1: Gonzalo Barandiarán, PromPerú (surfing); Michael Tweddle, PromPerú (Paragliding); Jorge Zegarra (Mesa 18 & Ayahuasca Restobar). Row 2: Enrique Castro-Mendivil, PromPerú (Surquillo Market); Nicholas Gill (Madam Tusan & Huaringsas). Row 3: Park Roberto Baratti (Miraflores Park); Jorge Zegarra (Picas & Galería Lucia de la Puente). Row 4: Jorge Zegarra (Museo Amano); Nicholas Gill (The Barrio Chino), Magali Del Solar, PromPerú (Convento de San Francisco); Raúl García, PromPerú (Huaca Pucllana). Row 5: Andrés Mercado, www.enlima.com (Second Home Peru); Jorge Zegarra (Mercado Indio); Nicholas Gill (El Mercado); Mayu Mohanna, PromPerú (Magic Circuit of Water); Gihan Tubbeh, PromPerú (Street Anticuchos).

Gap. ("The ability to paint mental pictures helps me make connections and serve up ideas to consumers in a way that is fun and makes money," says Ross.) The latter is Irene Au, director of user experience at Google. ("In the creative process, it is important to build on top of ideas rather than shutting them down. That is something kids do naturally," Au says.)



xamining play throughout the entire animal kingdom, behavioral psychologist Gordon Burghardt

of the University of Tennessee at Knoxville has discovered and cataloged the entire spectrum of play. From young peregrine falcons passing ivy stems in midair like Quidditch players from the Harry Potter books to Cuban crocodiles batting balls around like reptilian water polo enthusiasts, play is just part of our heritage as members of the animal kingdom, Burghardt says.

In his book *The Genesis of Animal Play* (2005), Burghardt quotes pioneering American psychologist G. Stanley Hall: "Play is motor poetry," Hall said. And while different animals play for different reasons—some as rehearsal, some as brain development, some as just plain fun—Burghardt says he agrees with Hall's overall observation, to a point.

"I have clips of a crocodile playing with a tetherball," Burghardt says. "Would you call that poetry in motion?" Brown says animals can themselves be a gateway to human play: "How many people can withstand a young Labrador puppy getting all over them, licking, running around, chasing? That's contagious play," he says.

"It's there in us," Brown continues. "So retrieving it—and then acting on it and prioritizing it—is an important part of being an emotionally mature, healthy, competent, whole human being."

Or as that kid on the playground would say: Tag! You're it! //

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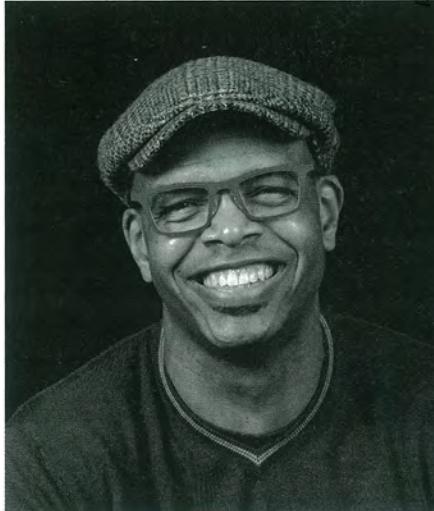
FROM TABOO TO TRENDING
Formerly restricted, social media is the new learning tool in classrooms

BE THE CHANGE
The role of educators in leading transformation

January 2016

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Volume two Issue three
A quarterly magazine



10 INQUIRE

Kevin Carroll

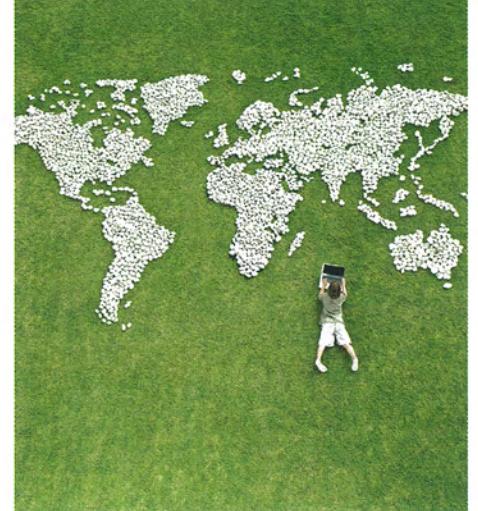
His take on creativity, imagination and curiosity impacts learners and teachers.



17 FEATURE

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Formerly restricted, social media is the new learning tool in classrooms.



32 FEATURE

Be the change

The role of educators in leading transformation.

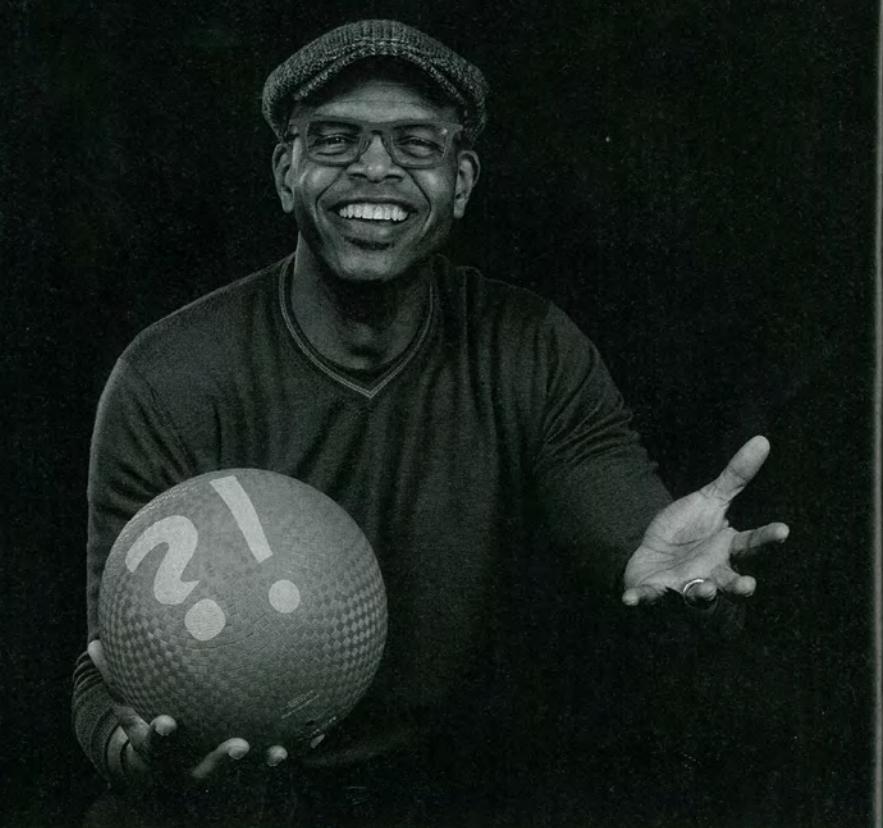


24 COVER

Encouraging enterprise

Students garner real-world skills from entrepreneurial undertakings.

ENTREPRENEURIAL STUDENT SEAN MCCULLOCH OF EUGENE, OREGON.



Kevin Carroll is a passionate advocate for play

His take on creativity, imagination and curiosity impacts learners and teachers

By Julie Phillips Randles

A PLAYGROUND IN THE SUBURBS OF PHILADELPHIA and the quintessential symbol of childhood – a red rubber ball, the one you used to play dodge ball and foursquare with – were all the tools Kevin Carroll needed to find his fit.

“The ball is about your chase – your personal pursuits, your passion and action. How do you manifest your dreams into reality? When somebody is actually chasing their passion, they change. When you get enough people chasing their passion, their red rubber ball, the society changes,” he once said in an interview for a Portland city magazine.

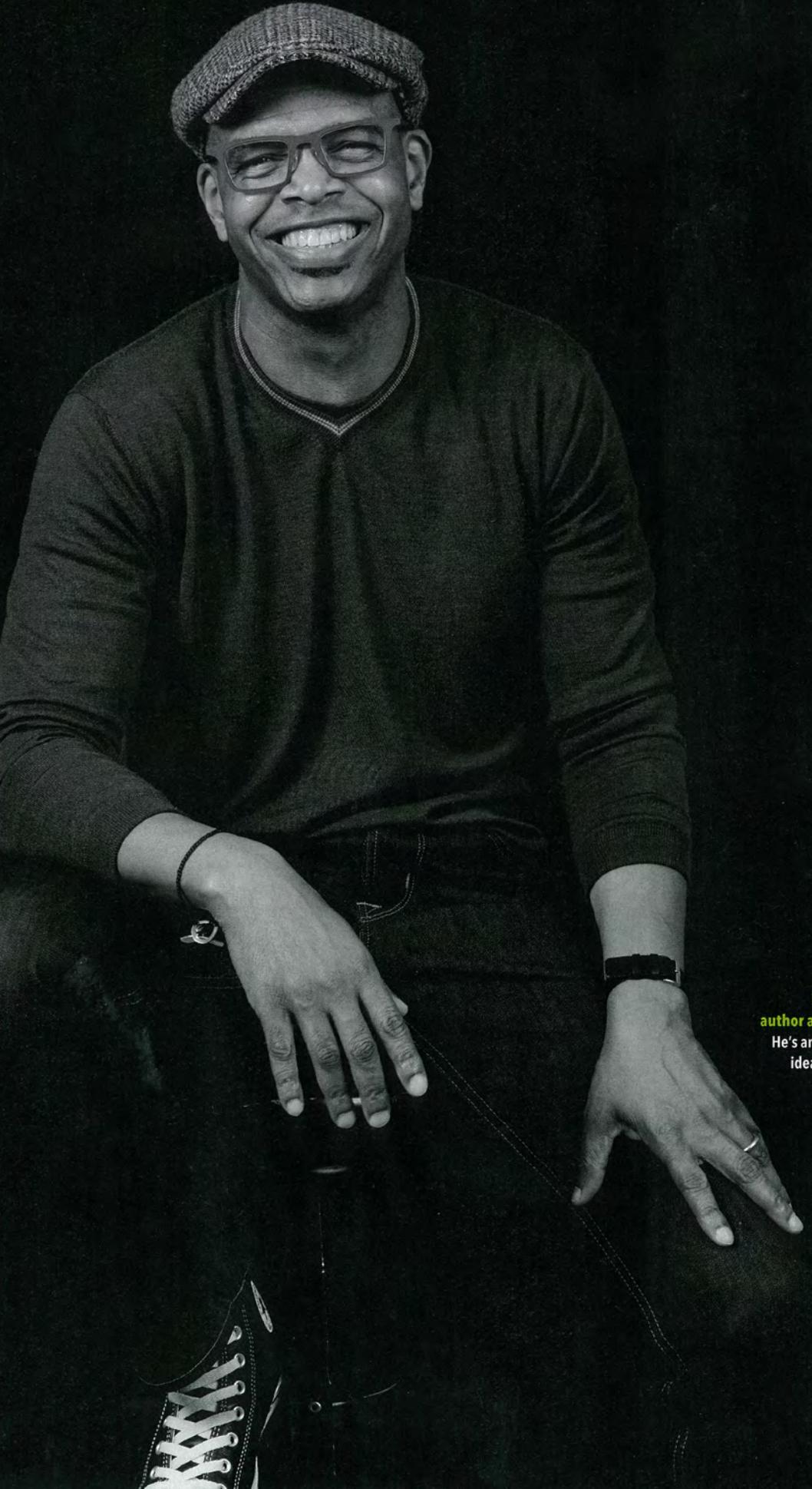
And it’s also a symbol of how high he could bounce.

Despite humble beginnings (at the age of 6, Carroll and his two siblings were abandoned by addict parents, rescued by two “unexpected” Samaritans and raised by grandparents), he joined the Air Force as an interpreter and built fluency in Croatian, Czech, Serbian and German.

With 10 years of real-world experience and a college degree under his belt, he first accepted a job as a high school athletic trainer, then a college athletic trainer, and was named head athletic trainer for the Philadelphia 76ers within five years.

But he had yet to hit the top of his stride. Nike tailored a new position to bring in his creative energy, enthusiastic attitude and motivational spirit and called him “the Katalyst.” There he helped the company develop a deeper understanding of athletic product performance, team dynamics and interpersonal communication.

Or, in English, how to achieve success through play. Today, Carroll has founded his own creative consulting firm and authored three books: *Rules of the Red Rubber Ball*, *What's Your Red Rubber Ball?! and The Red Rubber Ball at Work*. He's credited with turning creative ideas into reality



Kevin Carroll, consultant, author and motivational speaker.
He's an expert on turning creative ideas into reality and boosting success through play.



at the National Hockey League, ESPN, Nike, Starbucks (You have a connection you likely didn't realize: His inspirational quote appeared on 17 million *Grande* cups), the National Basketball Association, Walt Disney Company, Mattel, Hasbro, Procter & Gamble, Discovery Channel and Capital One, to name a few. He was also a keynote speaker at ISTE 2014 in Atlanta.

It's a sure bet then that he brings valuable insight to the education arena as well. He recognizes its importance, having earned a master's degree in health education from St. Joseph's University and a bachelor's degree in speech communication with a minor in physical education from Angelo State University. He was honored to address the United Nations as part of the UN Year of Sports for Development and Peace in 2005.

"I truly believe that haters are my motivators. It didn't matter what those social workers were saying about me and how they had written me off so early in my life, or how people in the neighborhood just looked at me and said, 'We know he's not going to amount to anything... look at his background!'" Carroll has said.

What is the best advice you've ever received? From whom?
Start each day with humility and wonder and then repeat, and repeat and repeat. It came from Phyllis Lane, the woman I call my CEO, chief encouragement officer.

What is your idea of a perfect day?

Probably a very early morning run and workout, followed by a stroll to one of the amazing cafes we have in my Portland neighborhood to get an espresso macchiato, then walking home and listening to some classical or jazz music. After that, I'd watch a sports event, casually read a comic book or graphic novel and have dinner with my family, and then we'd watch some of our favorite television shows together.

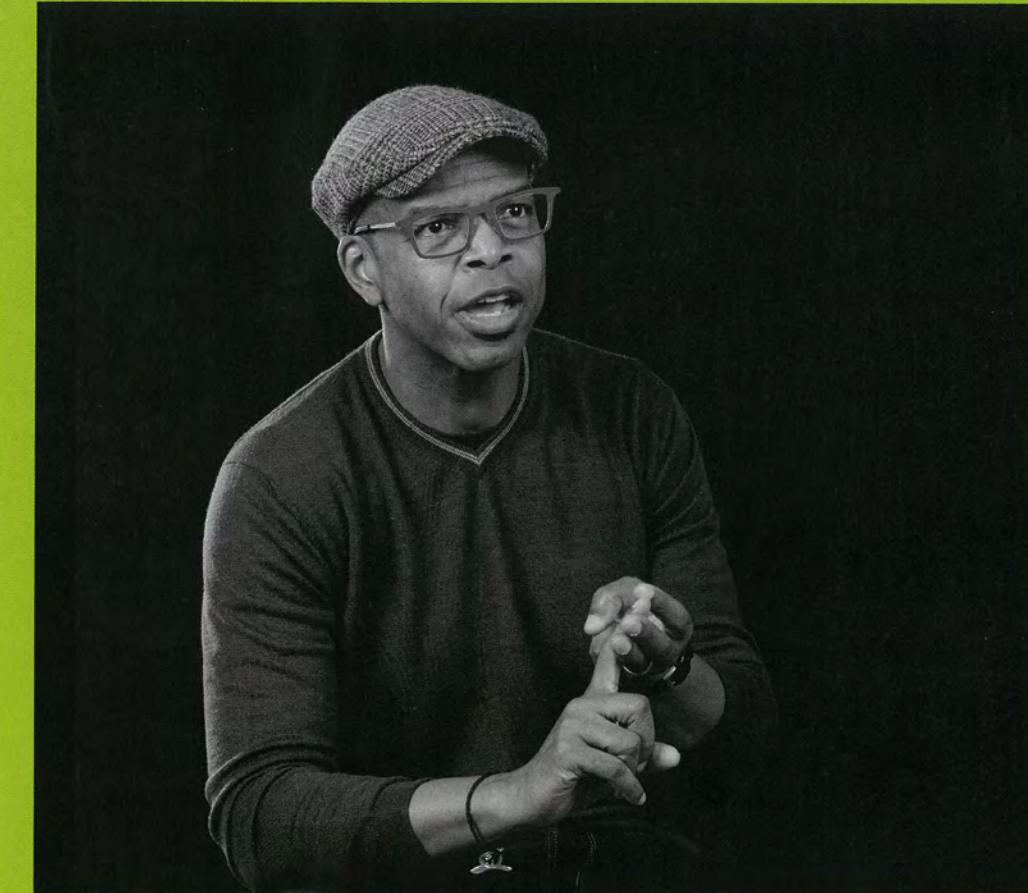
You've said that every life encounter has left you with a takeaway that helped you achieve your dreams. How is this idea applicable to educators?

I think one of the most important things for educators to be mindful of is that they are a mosaic of all their experiences and they are constantly adding experiences to the mosaic of their lives. More than they realize, the art and discipline of being present can inform their journeys and influence the ones they are standing in front of—students, parents, superintendents, principals, school board members.

It's important that we be mindful and present when we are having encounters because one seemingly innocent encounter can be the most profound when we reflect back. Choose to be present, take in and store content on your own hard drive – your heart, mind and soul.

Carroll says teachers should seek opportunities to understand what inspires their students.

PHOTOS BY STEVE SMITH



If you start off each day with humility and a forever-curious attitude, that's how you're going to have wonderful life encounters.

You're involved with the Imagination Foundation, a nonprofit that provides pop-up learning spaces to foster creativity, entrepreneurship and 21st century skills through creative play. Can you share an example from your travels where creativity was absent? What did you do?

I see this a lot, not necessarily in schools, but in businesses that are very sterile and flat and not inspiring, yet they invite me to come talk about innovation, creativity and delivering the unexpected. I point out that you're only as creative as the space you sit in and I discuss creating spaces to instigate moments of inspiration.

I have conversations with them and I cite research. I love doing that to make them pause and say, "Oh my goodness, play is serious business. If we want to be a game-changer, we need to not marginalize play, but to celebrate it more, recognize its value and use it in a purposeful way."

I've had a lot of wins in places like that. In these places, they tell me "I play with my son or daughter all the time,"

and I say that shouldn't be the only time you have permission to play. It has to be something you don't marginalize in your life. You should always have elements of play around you to feed your creative soul.

You have to have a culture that gives someone permission to be playful and creative, because if you have a culture that's permissive, celebratory and encouraging, that can shift everything.

You're known for your quote, "Don't talk about it, be about it," and your keynotes often touch on putting one's passions into action. How can educators today inspire students to identify their passion and then "be about it?"

We know that so many times, students have opportunities to be inspired outside of school, so we need to think about how school can be an amplifier of their inspiration. Educators need to be aware of the hours of the day students aren't spending with prescribed curriculum.

Educators can also explain to students that there are some things they will do in life they aren't going to enjoy, some activities are tedious and you have to deal with them. Educators should seek opportunities to understand what inspires their students. Ask questions and find out what

"You have to have a culture that gives someone permission to be playful and creative, because if you have a culture that's permissive, celebratory and encouraging, that can shift everything."





sparks them. How do I show you how what you're learning is relevant? How can I challenge you? How can I help you advance your passion?

At the same time, teachers should be telling their stories about why they come to school every day. Why teaching? Tell students your story in a way that's inspiring and engaging and enlightening. Talk about the spark that drove you to do this work. Tell them why you're a passionate educator. Then your students will be more inspired and more inclined to share their stories.

Educators that bring their true passion to school each day can increase the likelihood of having engaging and robust conversations with their students.

You're an advocate for play and speak about play being serious business for adults in and out of the workplace. What activities did you engage in as a child that now resurface in your work environment?

Movement is my mojo. It's really important to me and I learned early in my youth that movement was a catalytic ingredient to the equation of my success. I understood quickly that when my body was in motion, my mind was free. I could come up with all kinds of things when I was moving.

So if I'm stuck on something or can't figure out a direction,

I'll go for a stroll or just get outside where there's more space or stimulus. Or I'll get lost in a run just to be centered again and reconnect with my community. I know movement is a very important piece to my creative energy.

I've played the cello since age 10, and I fell in love with it because I found it fascinating that each instrument in an

orchestra could blend together to create music. It blew my mind. So today, I have two cellos at home and I still take lessons periodically.

And comic books are another form of play for me. I'm inspired by walking through comic book shops and seeing how people tell stories with animation and illustration. That's been a form of play for me since I was 9.

What advice can you give adults for incorporating elements of play into their work lives?

You can find ways to incorporate or instigate play. Rather than looking at it as play, ask yourself how you're feeding your creative soul to be uplifted and energized.

For educators, energy is their social currency and if your bank of energy is getting close to a zero balance, we know what can come of that. How are you replenishing it? Build ways to replenish energy into your workday. Incorporate it into your curriculum.

I think Dr. John J. Ratey's book, *Spark: The Revolutionary New Science of Exercise and the Brain*, could be required reading so students and educators see they need that spark, that energy. And there are schools that use the exercises shared in the book to prepare students for lessons, and teachers can become certified Spark instructors.

Administrators also really need to support, nurture and develop the gifts and talents of their teachers. Administrators should be thinking "I'm going to ensure the energy of my faculty and staff is optimized and that we don't take it for granted." Acting on that intention could positively affect an entire community.

"Movement is my mojo. It's really important to me and I learned early in my youth that movement was a catalytic ingredient to the equation of my success."



Some schools are eliminating recess to create more classroom time. What are the risks involved with this approach?

That's a sad, sad state of affairs. Movement is critical to children being able to take in new information; there are countless studies out there that prove it. You have to make time for recess!

You won't get the results you want in student achievement if you eliminate recess, and there are huge social implications. You're going to have a generation that missed out on learning a lot of life skills during the unstructured play time that recess provides. Students won't gain skills like how to navigate the world, how to collaborate, how to compromise, how to resolve a conflict and how to respect someone's personal space. Those life lessons can all be learned during recess.

Your signature mark is the red rubber ball. You talk about how it helped shape you as a young adult, and you've shared how children all over the world have found the same joy and release while playing with balls made from all sorts of materials. Have you seen a change in recent years in how young people respond based on their access to technology?

One of the obvious things is a lot of empty playgrounds after school. I believe in the importance of technology, but it's only there to amplify our humanity. So the adults always have to model for the students. Children do what they see. If parents and others unplug and engage, the children will do that. The more we act as role models of the best ways to use technology and make it part of our daily lives, kids will model that behavior.

When a parent picks up a child after school and is on the phone when the child gets into the car rather than greeting and engaging in conversation with their child, the child knows that the call is deemed more important than asking about his or her day.

We have to understand that technology shouldn't trump humanity. Adults need to recognize that if they do some of the simple things like unplugging at specific moments in the day to engage in true, deep, authentic conversation, it can be life altering.

I like to tell young people that we've got an amazing "screen" called life and it has lots of the answers you're searching for if you look up and engage and participate.

Do you think students are more creative today than they were 10 years ago, before the proliferation of mobile devices?

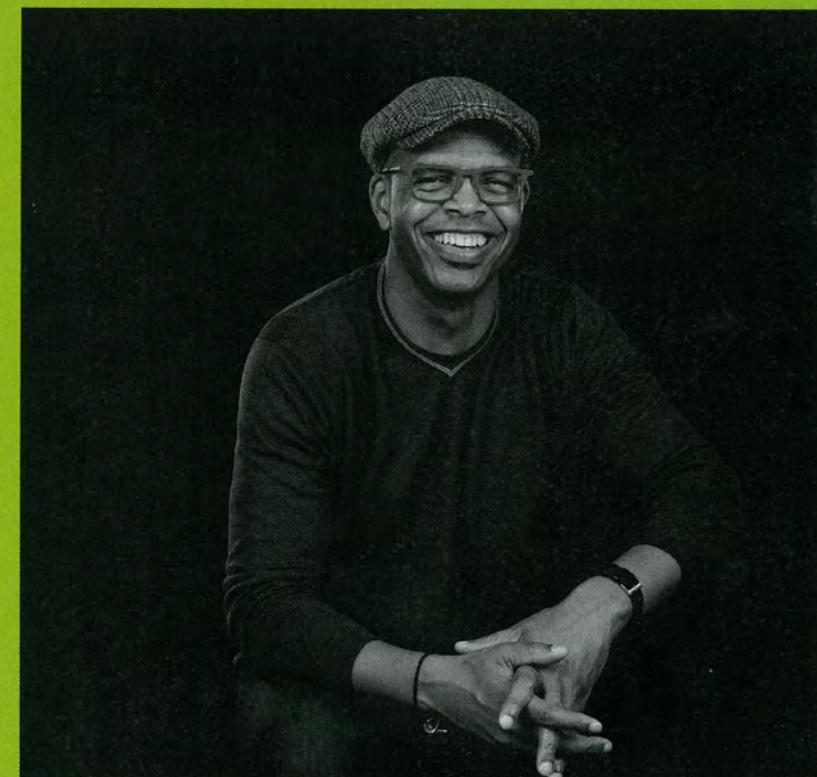
They are more creative in a different way. They know how to manipulate devices and use apps. I admire students who

use technology to be an amazing catalyst for their creative efforts. I don't want students to forget how to take a big refrigerator box and make something out of it – constructing forts, using your hands, playing outside. I'd ask them how are they creating their own thing? Have they tapped into their own imagination versus tapping into something someone else created?

Unstructured play is the foundation for the creative energy students can use when they are working with devices. Thanks to play, they can do the unexpected when using a device to make it do more or be more, rather than being constrained by someone else's idea.

Who is encouraging and supporting students to use their own imaginations? It should happen in their homes and in the places they go to be educated.

So, yes, I believe students are "more" creative today, but their creative foundation is still rooted in unstructured play and the cardboard-box moment. We need to pay attention when they say, "I wish I could do this or that" and then encourage them to imagine new possibilities and manifest their ideas into reality, rather than only consuming ideas of others. ♦



INSIDE THE NFL'S BATTLE AGAINST THE CLOCK
HOW JERMAIN TAYLOR GOT TO THE TOP OF HIS CLASS

ESPN

VINCE YOUNG

**"BEING QB OF THIS TEAM IS
WHAT GOD PUT ME ON
EARTH TO DO."**



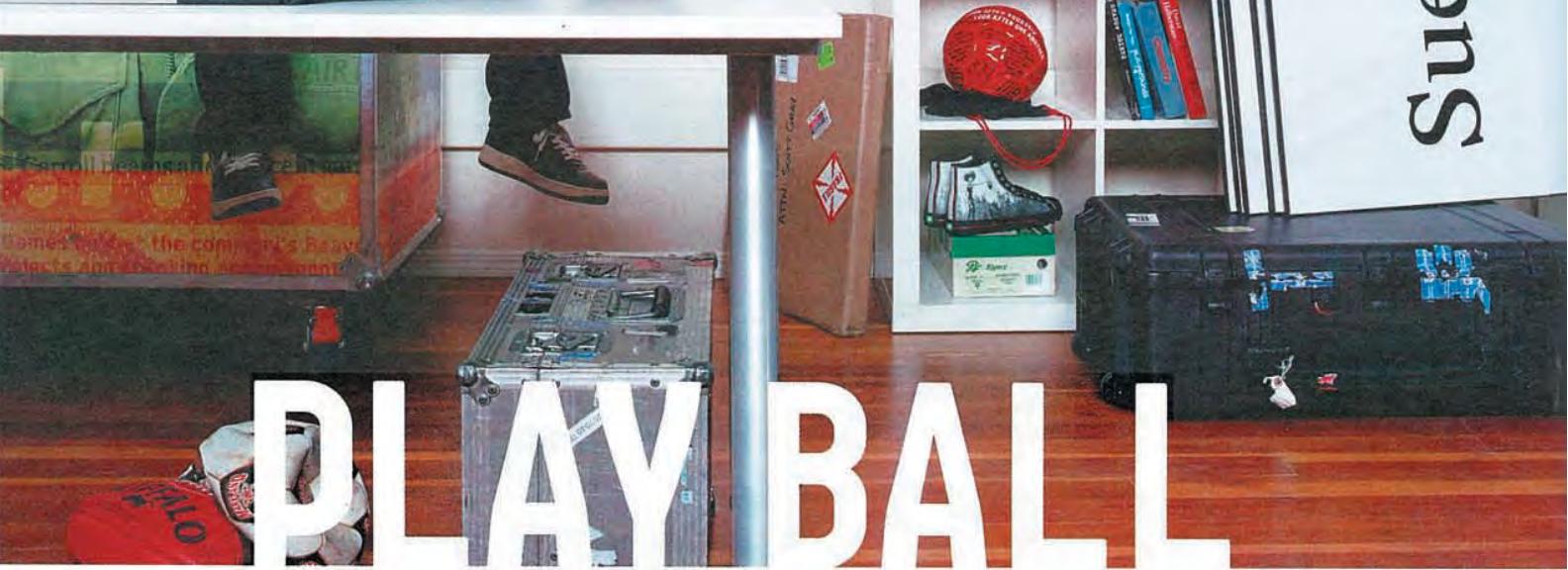
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PLAYBALL

HIS JERSEY ISN'T IN STORES, AND NO RECORD BOOKS PRESERVE HIS STATS. BUT KEVIN CARROLL IS A TRUE BALLER. CHECK OUT HIS MIND-BOGGLING COLLECTION OF ORBS FROM AROUND THE GLOBE

BY NICOLE BLADES

Abandoned by alcoholic parents at age 6, Kevin Carroll and his two brothers moved in with their grandparents, who were too frail to chase after the kids and too poor to buy them much to play with. One day, Carroll found a red rubber ball at a playground. It saved his life. From that day on, Carroll chose to play instead of hitting the streets. The ball showed him he was fast. Creative. Driven. His love of sports eventually led him to Germany, where he played soccer for the Air Force, to the 76ers as their first black head trainer and to Nike as a motivational speaker. Now 47, the author of *Rules of the Red Rubber Ball: Find and Sustain Your Life's Work* (ESPN Books) travels the world preaching the power of play. And collecting other kids' "red rubber balls."



IF YOU BUILD IT

Carroll totes other treasures, along with his ball collection, to share with his audiences. In 1999, he met Will Mills, a high school athlete who'd lost part of his left arm in a fireworks accident. Undaunted, the self-described "basketballer-for-life" and his father made a new, plastic arm and got it approved by the local athletic association. Mills kept on playing. Later, a prosthetics company began producing an updated version called Mills' Rebound Pro. Today Mills is a business major with plans to design limbs for a living. Carroll carries one of the original prototypes as an inspiration to others to keep playing, no matter what.



BANANA DANCE

Five years ago, this ball got Carroll's collection rolling. A Nike colleague got it from a dance troupe of Ugandan children orphaned by the AIDS epidemic who tour the world raising money for other AIDS orphans. The kids said that between shows, they played soccer. With no money for a new ball, they made this one from banana leaves. "You wouldn't believe the things this ball has seen," one said. A few years later, the dancers met Carroll. Says Carroll: "They said, 'We want this ball to go on the journey that you're taking.'" In return, he gave them three boxes of new soccer balls.



INTERNATIONAL TRADE

Negotiations are sometimes rocky. In Brazil, the kids weren't feeling the mine-for-yours rap, even when Carroll's friend explained the deal in their native Portuguese. They were kicking around a barely formed, lopsided semicircle with a gaping hole—calling it a soccer ball was a stretch. Who would trade a new ball for that?! The kids called in adult reinforcements. "They played that trust game," says Carroll, laughing. "You know, put the new ball down and step away slowly."

PLAYERS MANNA PLAY

Carroll's collection grew quickly as people heard his inspirational message. Friends and colleagues began curating for him, bringing back MacGyver-style "artifacts of play," such as a Brazilian ball made of socks and an African one made from plastic bags tied together with strips of tire rubber. Soon Carroll was offering kids around the world new soccer balls in exchange for their tattered or makeshift ones. With each swap came stories. "We find and create whatever we need in order to play," he says, pointing to this Zambian ball made of trash bags, corn husks and stockings. "Play is hardwired in us as human beings."



SWEET SUEÑA

Kids can be so direct. At a school in Melbourne, Australia, a group of 14-year-olds approached Carroll after a speech to present him with their Aussie rules football. "They said, 'We just beat the 12-year-olds. They were cheating! The world needs to know that we're better than them.'" Now in college, the "14s" still e-mail Carroll. "They are just blown away by all the places their ball has been," he says. On the other side of the globe, another group of kids gathered for the Manchester United Premier Cup, one of the world's largest international youth soccer tournaments. Communicating with the multilingual audience was tough. So Carroll took a visual approach. He held a ball in one hand and a deck of oversize cards in the other. "Your love of this ball—and I hugged it—has presented you with opportunities to dream," Carroll recalls saying. Then he peeled away the cards, one by one, to reveal the word "Dream" in different languages: *Sogno* (Italian), *Le rêve!* (French), *Sueña* (Spanish). As each card was revealed, the diverse crowd became one cheering nation.



DREAM TEENS

A group of Seaside, Ore., foster kids added the most delicate ball to the collection. The kids in FosterClub, which helps teens prepare to enter the adult world at 18, made a ball of paper and tape. "They didn't have money to buy one. It's 80 pieces of paper with 80 dreams written on it," Carroll says, holding the ball and gently rotating it. "Really powerful dreams, like 'To meet my dad.' Another one says, 'To be a writer.'"

TALK

Playground games teach life lessons

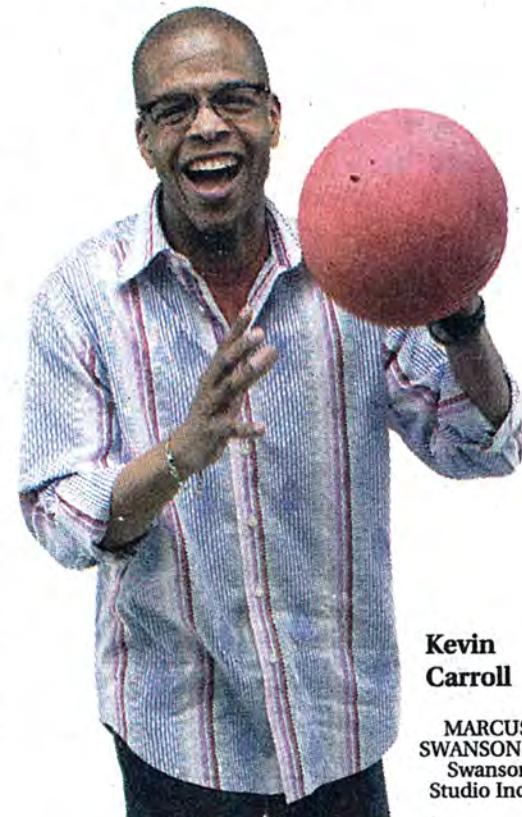
By EDWARD M. EVELD
The Kansas City Star

Speaker and author Kevin Carroll has passion. Passion for playing sports. Passion for storytelling. Passion for urging others to pursue their passions.

Carroll first awakened to his passions on the playground. A scrawny but speedy youngster, Carroll discovered that was his place to shine.

In his talks and in his book, *Rules of the Red Rubber Ball: Find and Sustain Your Life's Work*, Carroll uses the playground ball as metaphor. It's the thing that captures the imagination, the dream that must be pursued.

The pursuit of Carroll's dreams took him on an unexpected career path, from Air Force language interpreter to athletic trainer for the NBA's Philadelphia 76ers to an executive position at



Kevin Carroll

MARCUS SWANSON/
Swanson Studio Inc.

See CARROLL, F-8

CARROLL: Keep trying new experiences

Continued from F-1

Nike he titled "Katalyst." Carroll, 47, lives in Portland, Ore. He is married, with two grown sons and a 15-year-old stepdaughter.

On Thursday, Carroll will speak to students at De La Salle Education Center, an alternative school in Kansas City, and give a talk at a school fundraising luncheon downtown. (See box for ticket information.) Here are excerpts from a recent conversation with Carroll:

Q. A big part of your story and your message is about perseverance, isn't it?

A. My life is similar to many people's lives in that everybody has a journey fraught with crucibles and challenges. We all have many choices we can make in our journeys, and many of my choices had to do with not being a victim, to fighting, to really persevering.

As a young child there were issues of alcoholism with my parents and the bad decisions they made. Early on I made a decision not to be my parents.

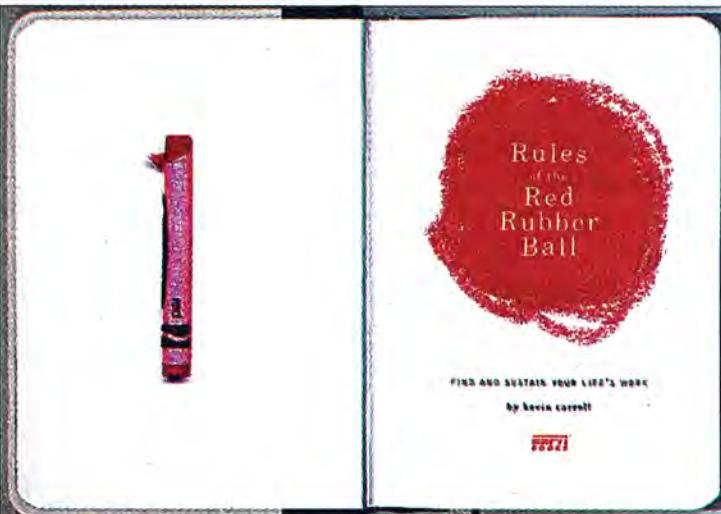
I can remember saying that to myself, and then surrounding myself with people who encouraged me to dream bigger than my circumstances, as opposed to surrounding myself with dream stealers and discouragers.

This is a message for young people, of course, but isn't it also for people of any age trying to make their way in the world?

I don't think it has a demographic. We all want to be encouraged to chase our dreams, and we all want to know there's more for us. And it's a message that doesn't have a shelf life. Wherever you find yourself on your journey, it may be a message you need to hear that day, that you need to hear repeatedly, because it keeps you on track.

Describe a setback along the way that you navigated around, persisted through.

I joined the Air Force as a way to leave the neighborhood and to discover other possibilities. So I basically accepted anything they presented to me as a career opportunity. That's why I was in a briefing



Kevin Carroll's book, *Rules of the Red Rubber Ball*, encourages children to seek out what inspires them and follow their dreams.

about becoming a security policeman.

But I realized it was not what I wanted to do, but I had signed a contract.

When I was being processed through I had noticed a note on a chalkboard in one of the rooms that said something like, "We have volunteer jobs — just ask."

As they started to talk about the career of a security policeman, that note popped into my head. I stood up in the middle of the briefing and asked if I could ask a question. I said, "Sir, I understand there are other opportunities," and he told me to go downstairs and find out about it.

It really was this liberating moment. There were interpreter and translator jobs, and I ended up going to the language school in Monterey, Calif., learning five languages and spending 10 years as an interpreter in the Air Force.

Was there a particular moment when the "red rubber ball" idea came to you?

My understanding of the power of the red rubber ball goes back to when I was 6 years old. I knew there was something magical about the playground and about sports for

me. It was a place where my self-esteem could be built up. The metaphor didn't come to me until I was much older.

When I got to Nike in 1997, I began to tap more into my creative abilities. The culture at Nike allowed that creativity to flourish and for me to tell my story in a unique way.

I realized I hadn't just been chasing the ball, but I was chasing my possibilities and my dreams. What had I learned from the ball? I learned courage, how to sacrifice, how to deal with disappointment, and I learned it all at this root level with a kickball, a playground ball.

What did it mean to be the Kata-lyst at Nike?

When they hired me they were really clear. They said they didn't have a position in mind for me or a position that I needed to fill. So I started to plug into different areas. My biggest input was in design, helping the designers to come up with solutions that addressed problems athletes were having.

I also was a storyteller within the company, especially as it related to the passion of sport and the value of that passion in everybody's life.

What would you say to parents

Author visit

Who: Kevin Carroll, speaker and author of *Rules of the Red Rubber Ball: Find and Sustain Your Life's Work*

What: The Marjorie Durwood Grant speaker series benefiting De La Salle Education Center in Kansas City

When: 11:30 a.m. Thursday

Where: Hilton President Kansas City, 13th and Baltimore

Tickets: \$75; contact De La Salle at (816) 561-4445, Ext. 234, or on the Web site at www.delasallecenter.org.

about encouraging their kids to follow their red rubber ball?

To really create an environment for your kids to discover what inspires them, and then to be observant, to see what tickles their brains. But you also have to be someone who models those wonderful attributes of playfulness and discovery. That's the whole willingness to experience new things.

What other interests are you passionate about now?

We all have this desire to chase a dream, and we can find ways to eliminate the barriers to dreaming big. I want to help people do that, and I've gotten to the point where I'm recognizing that dreamers are dreamers no matter where you go in the world.

I'm really trying to broaden my reach, from building soccer fields and basketball courts abroad to sponsoring two teams from Uganda that are going to the Homeless World Cup.

You can see more about that at www.streetsoccer.org. There will be 30 countries represented. The teams are made up of people who are displaced, marginalized, ages 16 to 25. I want to be in the midst of the "sports for social change" movement.

To reach Edward M. Eveld, features writer, call (816) 234-4442 or send e-mail to eveld@kckstar.com.

TELLING THE
KIWANIS
STORY

SERVING THE CHILDREN OF THE WORLD® APRIL/MAY 2019

THE POWER OF

PLAY



CHECKMATE: TEACHING KIDS LIFE SKILLS WITH CHESS
NOSTALGIA TRIP: MEMBERS REMINISCE ABOUT PLAY
GREENS PLAN: IT'S TIME TO GET IN THE GAME

The Power of **PLAY**

WE ENCOURAGE KIDS TO DO IT. WE REMEMBER TIMES WHEN WE DID IT. SO MAYBE IT'S TIME WE GOT BACK TO THE PLAYGROUND.

If you line up 20 people of all ages and ask what play means to them, chances are you'll get almost 20 different answers. Kevin Carroll has done it. Carroll, a speaker, author and change-maker, dedicates his life to sharing stories about the power of play. He's asked countless people what play means to them, and he's assembled a few of the answers into something of a poem for Kiwanis members to ponder. (See page 12.)

So, what is play to you?

As Kiwanians, we dedicate our lives to helping children in so many ways, and often it's through

play. We work with Kiwanis partner Nickelodeon for Worldwide Day of Play and partner Landscape Structures to bring playgrounds to communities and families. We value play and exercise and the things play can teach us all, such as teamwork, negotiation skills, empathy, caring, sharing and more.

But how do we as grown-ups play? What do you do to get in touch with your inner child? Do you make model airplanes? Golf? Do you teach kids how to play fun games from your childhood?

This issue of Kiwanis magazine is dedicated to the child in us all. We hope you'll be inspired and excited to get out and play.



POWER PLAY

AUTHOR, SPEAKER AND AGENT FOR SOCIAL CHANGE, KEVIN CARROLL OFFERS A PLETHORA OF PITHY AND PLAYFUL PROSE TO PONDER.

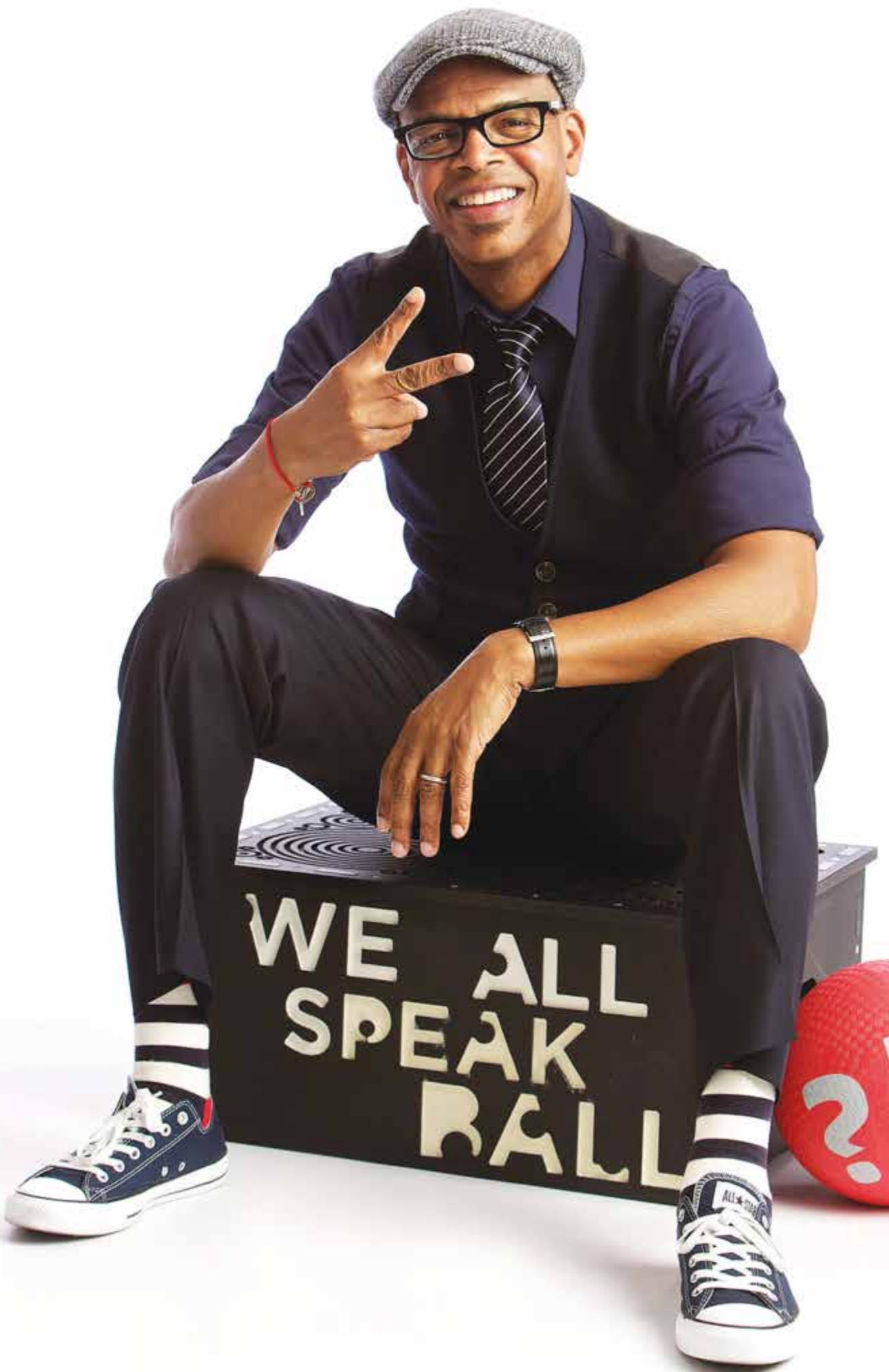
Story by Kevin Carroll

If I've learned one thing, it is this: Circumstances don't have to dictate one's destiny.

Here's how I know. My parents chose their addiction over raising their three sons. The pinnacle moment of my parents' neglect resulted in the three of us being "rescued" by a stranger, shuttled down to a Greyhound bus station in Bowling Green, Virginia, placed on a bus alone (ages 8, 6 and 3) and sent on a 200-plus mile, one-way fare to my grandparents' house just outside of Philadelphia, Pennsylvania.

Without parents in my life, I resorted to finding my life lessons from many sources: businessmen and laborers, winos and alcoholics, drug dealers and users, sport coaches, my peers and old-heads at the playground, merchants, war vets, school teachers, librarians, custodians, food service workers and other kids' moms

and dads. I learned to be constantly on the lookout for any nugget of insight that would assist me on my quest to rise above my suffering and circumstances. I spent endless hours at the neighborhood playground, where I found my calling: a red rubber ball. That red rubber ball (you know: play and sports) and Preston Playground proved to be a catalyst in my journey from a hardscrabble upbringing filled with dysfunction, upheaval and uncertainty to becoming an author, a speaker and a global change agent. Preston Playground plus school plus the public library (coupled with an unexpected and uplifting community of encouragers) were all instrumental in my effort to rise above my circumstances. I know firsthand about the transformative power and value of play and sports and how it can save and change someone's life.



WE ALL
SPEAK
BALL



In their words:

Read and heed

Consider some of my favorite quotes about the power of play and how you can incorporate play into not only the lives of children, but also into your own life. Think about it.

"You can discover more about a person in one hour of play than in a year of conversation." — *Plato*

"Play isn't the enemy of learning, it's learning's partner." — *Stuart Brown, The (US) National Institute for Play*

"Fresh air, nature and regular physical activity breaks are considered engines of learning." — *Finnish Education Philosophy*

"We don't stop playing because we grow old; we grow old because we stop playing!" — *George Bernard Shaw*

But then again ...

We all speak BALL

Sport and play are common human denominators and equalizers. No matter where you go in the world — regardless of socioeconomic, political or religious system — sport

and play are present. Stories abound about the use of sport and play as social innovation tools versus foes of the human condition — health, gender equity, social inclusion, homelessness, literacy, natural disaster, conflict and many others — and there are human catalysts who utilize it to inspire change and action. I support human catalysts all over the world who are using sport and play as social innovation tools. I participate with global organizations and support their efforts to advance the human condition via sport

So, as my grandfather used to tell me ...
"Don't talk about it ... BE about it!"

In addition to the play-related programs you already support, I suggest you explore these game-changing play and sport organizations and events to spark action:

Nickelodeon's Worldwide Day of Play

worldwidedayofplay.com

Get Up, Get Out and Go Play! This message has resulted in thousands of events and millions of kids being active and pursuing healthy lifestyles. (*Nickelodeon is a Kiwanis partner.*)

Beyond Sport

beyondsport.org

This global organization promotes, supports and cele-

brates the use of sport to address social issues in communities around the world.

Homeless World Cup

homelessworldcup.org

The Homeless World Cup Foundation supports grassroots soccer/football projects around the world with the Homeless World Cup annual tournament aimed to support and develop grassroots projects that utilize the sport as a tool for social change.

One World Play Project

oneworldplayproject.com

The unpoppable One World Futbol originally was created as a solution for kids living in harsh conditions where standard soccer balls don't last long. Now its offshoot, One World Play Project, focuses on the transformative power of play for all.

love fútbol

lovefutbol.org

love.fútbol mobilizes and engag-

es communities to plan, build, manage, activate and redefine their own soccer/football pitches as sustainable platforms for social change.

Sports Outreach Chess Program

sportsoutreach.net/programs/chess

This Uganda-based chess and mentoring program inspired the "Queen of Katwe" book and a Disney movie.

Imagination Playground

imaginationplayground.com

This equipment system builds communities united by a belief in the importance of creative free play.

Playworks

playworks.org

Playworks helps schools and districts make the most of recess through on-site staffing, consultative support, professional development and free resources. Playworks helps schools figure out what works well on their playgrounds.



and play. I'm honored to have a platform to raise my voice and share their remarkable stories about the power of sport and play as a game changer.

So what is play?

Some simple truths

I have been asking all sorts of people around the world for a while now: What is play? These answers are from friends, strangers, neighbors, celebrities, family, kids and men and women on the street I've met. Read them and then answer the question for yourself.

PLAY IS ...

necessary. play is tactile. play is active.

play is experiential. play is collaborative.

play is community. play is unpredictable.

play is inventive. play is creative.

play is hardwired. play is nimble. play is loud.

play is emotional. play is a ball.

play is spontaneous. play is serious business.

play is physical. play is fun. play is revealing.

play is cultural. play is energy. play is curious.

play is personal. play is knowledge.

play is skill building. play is imagination.

play is social. play is healing. play is instinctual.

play is art. play is marvelous. play is messy.

play is innovation. play is endless possibilities.

play is encouraging. play is terrifying.
play is joyful. play is discovery. play is digital. play is rural.

play is challenging. play is relaxing. play is a movement.

play is recess for the soul. play is purposeful.

play is the unknown. play is serious in business.

play is mistakes. play is games. play is freedom.

play is resourceful. play is wise. play is chaos.

play is a big box. play is untapped. play is laughter.

play is boundless. play is "aha!" play is multi-sensory.

play is primal.

play is ingenuity.

play is urban.

play is clever.

play is

movement. play is timeless.

play is life-changing.

play is forgotten.

play is serious. play is global. play is soulful.

play is permissive. play is energizing.

play is empowerment. play is strategic.

play is a living lab. play is problem-solving.

play is visual. play is genius.

play is ...

.....
Kevin Carroll: author, play/sport advocate and living proof of the power of play! 



BEHIND THE SECRET PHENOMENON

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6 Gurus of ECO- CHIC

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(AND TAKE A
PAGE FROM THE
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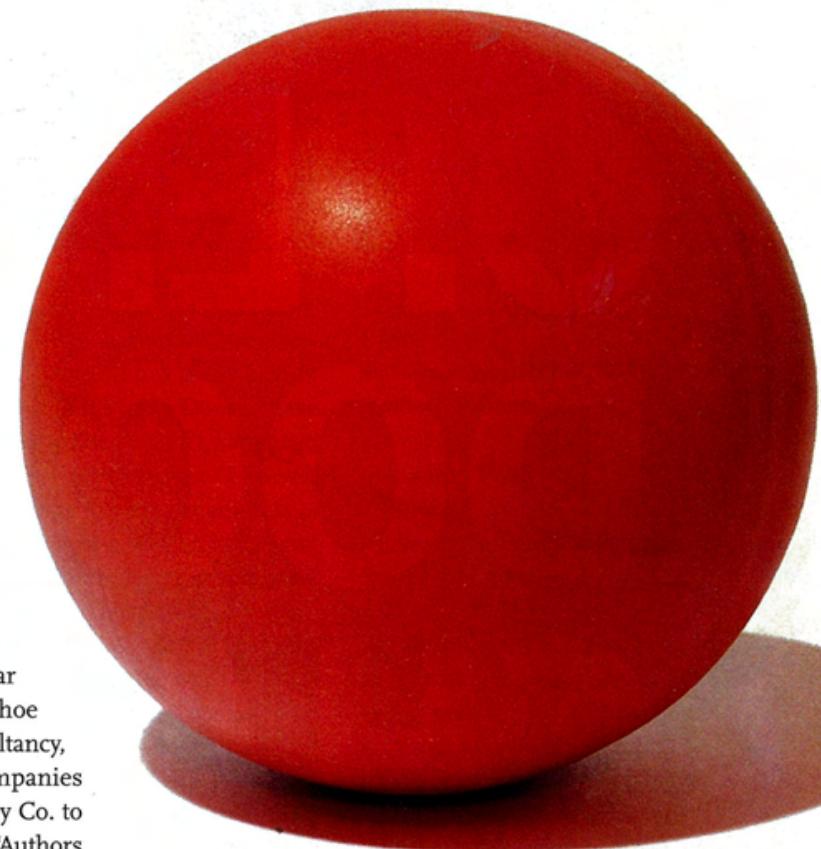
Display until April 30

Rubber-Ball Power

"The red rubber ball is a literal meaning for me and a metaphor for others. As a child, it provided me the inspiration and hope to change the circumstances of my life," says Kevin Carroll, who overcame a myriad of childhood obstacles to become a celebrated motivational speaker and consultant specializing in creative thinking. After a successful seven-year run at Nike as a "katalyst" to help inspire the sports-shoe company's creative team, Carroll started Katalyst Consultancy, where he continued to work with Nike as well as companies ranging from Mattel, Capital One and The Walt Disney Co. to Starbucks, which recently included him as one of their "Authors of Note" in its "The Way I See It" program. His words appear on 17 million Starbucks white coffee cups across the country. In 2005, he published his book, *Rules of the Red Rubber Ball*. He talks with **Carl Kozlowski** about how he fires up his own creative thinking.

The Meaning of the Ball

Sports became my outlet, and play became the avenue and ticket to expressing myself creatively and transcending my circumstances. We were put on a Greyhound bus and sent back to my grandparents because both of my parents made a lot of bad decisions. It put us in a predicament when we had to move abruptly to Philadelphia, because we had to raise ourselves a lot, and I found there was a playground nearby and I found a kickball and no kids there. While at the playground by myself, and reflecting as much as I could as a 6 year old on what's going on, I looked at this ball and kicked it as hard and high as I could, ran after it harder and harder, and when I caught up to that ball, I noticed that all that internal noise was gone. I thought there was something magical about that. Next, the kids came over and invited me to play with them, no conditions, just because they saw me with the ball. I never in my life felt more welcome, and when they say there are moments of inspiration, that was it for me, and the thing I wanted so much was to be a part of something and feel that familial sense, and this ball



provided it for me. At 6 years old, I decided to do something with the ball, I was going to have a life with the ball. Somehow I was going to have a life in sports and play, and from there it turned into this life of becoming an author, speaker and agent for social change. And helping people figure out what's their red rubber ball—what's that thing that you're as passionate about as I was about that ball? I've stayed fixed on sports and play, and it's rewarded me, but never the way I thought it would be. And my relationships always find a way to connect back to sports and play.

Jay-Z and John Mayer

I love all kinds of music. You can tell true artists by the way they work, so I have an appreciation of artists and genre. I love R&B and hip-hop but I listen to The Fray and John Mayer, too, because I run the gamut. But the one thing that surprises people is classical music because I'm a frustrated cello player and have two cellos. That's my guilty passion. I played as a child, and started four years ago again and have such admiration for composers. In my Nano I have my classical going, or jazz going—that's me right there on the plane. Someone will look at my playlist and see everything from Jay-Z to John Mayer, The Fray and John Legend.

"... my relationships always find a way to **connect** back to sports and play."

What's your **motto**?
Kevin Carroll?

"To realize one's destiny is a person's only obligation"

From *The Alchemist* by Paulo Coehlo



For consultant Kevin Carroll, the ball is a metaphor for passion and freedom

Wild About Books

Books were another outlet for me, because I could see the world through a book, and I fell in love with books as a kid, too. The book of note for me was *Where the Wild Things Are*. That was the book that opened my eyes to what words can do, pictures can do and thoughts can do on a piece of paper. Books are really special to me. That's why I give out books at my talks—they show creativity, inspiration, success, performance. Books are my travel companions, my roadies. A book I grab for the road is only read on the road, not at home at all. I'm on the road a lot and don't take my family with me. Shel Silverstein, Walter Mosley, Michael Lewis, Ann Lamott, Langston Hughes. It runs the gamut: Mike Lupica and a lot of sport-inspired books, or literature. I love Goethe. I'm quite discerning about the books I take with me on the road. I can finish reading Michael Lewis' *The Blind Side* on the road.

Paulo Coehlo and *The Alchemist*. (An international bestseller about the power of believing in your destiny, despite all obstacles.) We're pen pals now. (Coehlo) found out about me through a Google alert and wrote me saying, "I received a Google alert about you and I appreciate that you helped *The Alchemist* become a *New York Times* bestseller." I thought someone was messing with me and I wrote back trying to test him, and he sent me back

another email that knew facts only he would know. *The Alchemist* is a hero's journey, the quintessential parable—it's lyrical and it sang to me. It's what Joseph Campbell in *A Hero of a Thousand Faces* talked about, that in every culture is a hero with the same story. The hero is presented with challenge, hesitates to accept, then accepts and deals with it in sometimes inexplicable ways. I'm on my hero's journey now and trying to model that for other people now, especially young people by teaching them your circumstances don't dictate your life.

It's interesting that a lot of my creative energy comes from these exchanges, because I get to meet so many people globally, and have so many relationships and chance meetings. A big part of my creative process is keeping those eyes of a child, eyes of wonder, always looking up, out and around a lot—I keep the mindset of an 8 year old because you're forever 8 anyway inside. That's psychological neoteny, a scientific state in any species—humans or animals—that's almost perpetual youth. A professor named Charlton studied this, saying it's a necessity for human beings in the 21st century to maintain a youthful attitude toward life. Young people are more open to change, are nimble to new ideas, not restricted, and the 21st century really requires that of adults. Wouldn't it be great to stay that way? ■

HOW TO RETIRE ABROAD • SKI STAR BODE MILLER

Newsweek

March 14, 2005

newsweek.msnbc.com

ACROSS THE ARAB WORLD

People Power

Where Bush Was Right
By Fareed Zakaria

The Promise and Pitfalls Ahead
By Christopher Dickey



Anti-Syria rally in Lebanon

PHOTOGRAPH BY FREDERIC LAFARGUE/GAMMA

The TipSheet

Smart Strategies for Your Money, Health,

Family, Technology, Design, Real Estate, Travel

MONEY

RUNNING AWAY TO RETIRE

BY LINDA STERN

AFTER A LIFETIME IN Minnesota, Randy and Rhonda Berg turned their backs on frigid winters, work and the high cost of living in the United States. They sold everything and retired to Costa Rica in 2002, enticed by reports of cheap real estate and a laid-back lifestyle. "The first week was an eye-opener," says Randy, 58, describing balky real-estate agents, an Internet-touted house that was "an absolute disaster" and the urge to head back home. They stuck it out, and now he and Rhonda, 48, have the retirement lifestyle of their dreams, complete with a sprawling mountaintop property, a custom-built home and household help, all for less than \$2,000 a month. "There isn't anything that would entice me to move back," says Randy.

The Bergs are part of a trend that demographers say will only increase as baby boomers start cashing their Social Security checks: Americans retiring to other countries where the prices are low and the living is easy. Hot spots like Costa Rica, Panama and Belize look like Florida circa 1970: new developments, proximity to water, no snow and lots of hype. Numbers are hard to come by, but some estimates put 11,000 American retirees in Costa Rica, 2,500 in Panama and more than 100,000 in Mexico, which got an early start. But not all of them

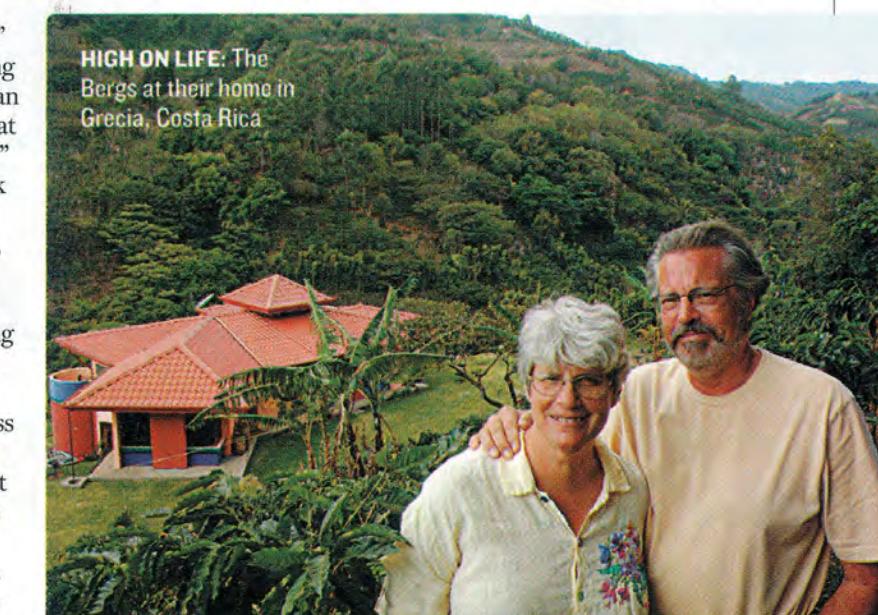
are as deliriously happy as the Bergs. Folks who pack up too precipitously can get stuck in a

bad situation without the means to get back home. Here's how to do it right:

Grab retirement deals while they last. Most of these countries offer special visas and tax breaks for Americans who can prove they'll live on retirement benefits or imported income. In Belize you can bring in a car, your

\$150,000 to \$200,000 range, but if you want to be on the ocean, expect to start at \$300,000. And remember that you're buying property in a foreign country, where the procedures and laws are different. Most popular destinations have real-estate consultants who can walk you through the process.

HIGH ON LIFE: The Bergs at their home in Grecia, Costa Rica



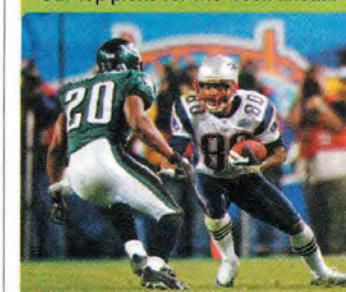
EXPAT 101 SITES

- escapeartist.com Info overload, but the place to start
- internationalliving.com Lots of advice, most for a price
- expatexchange.com European info, jobs and classifieds

To get started, search online for Web sites that are populated by expat retirees already living in certain areas, like localgringos.com in Belize, and costarica-online.com. Ask the locals for recommendations. **Build surprises into your budget.** Margaret Briggs, a Houstonian living in Belize, saw her property taxes rise from \$80 to \$800 overnight when the rules changed. Folks who retired to Spain in 2002, when 90 cents bought a euro, are not living

THE V LIST

Our top picks for the week ahead.



BUY "NFL Super Bowl XXXIX Champions" (\$24.98). This recap of New England's seasonlong romp to the ring is better than the big game itself. Best of all, halftime's optional.

RENT "Stage Beauty." If you loved Claire Danes back when she loved Jordan Catalano, you'll like her here. She plays a 17th-century actress who falls for a cross-dressing Billy Crudup.

READ "Rules of the Red Rubber Ball" by Kevin Carroll (\$22.95; redrubberball.biz). This self-published gem is an adult's version of Dr. Seuss's "Oh, the Places You'll Go!"—a pocket-size guide to finding your way in life.

HEAR "In Between Dreams." The third album from Jack Johnson, who lives in Hawaii, surfs all day and makes music in his garage. It's breezy, soulful and beats anything played at Starbucks these days.

SEE "Ashes and Snow," a traveling exhibition that debuts in New York and heads next to L.A. Photographer Gregory Colbert's over-size prints hang inside architect Shigeru Ban's "Nomadic Museum."

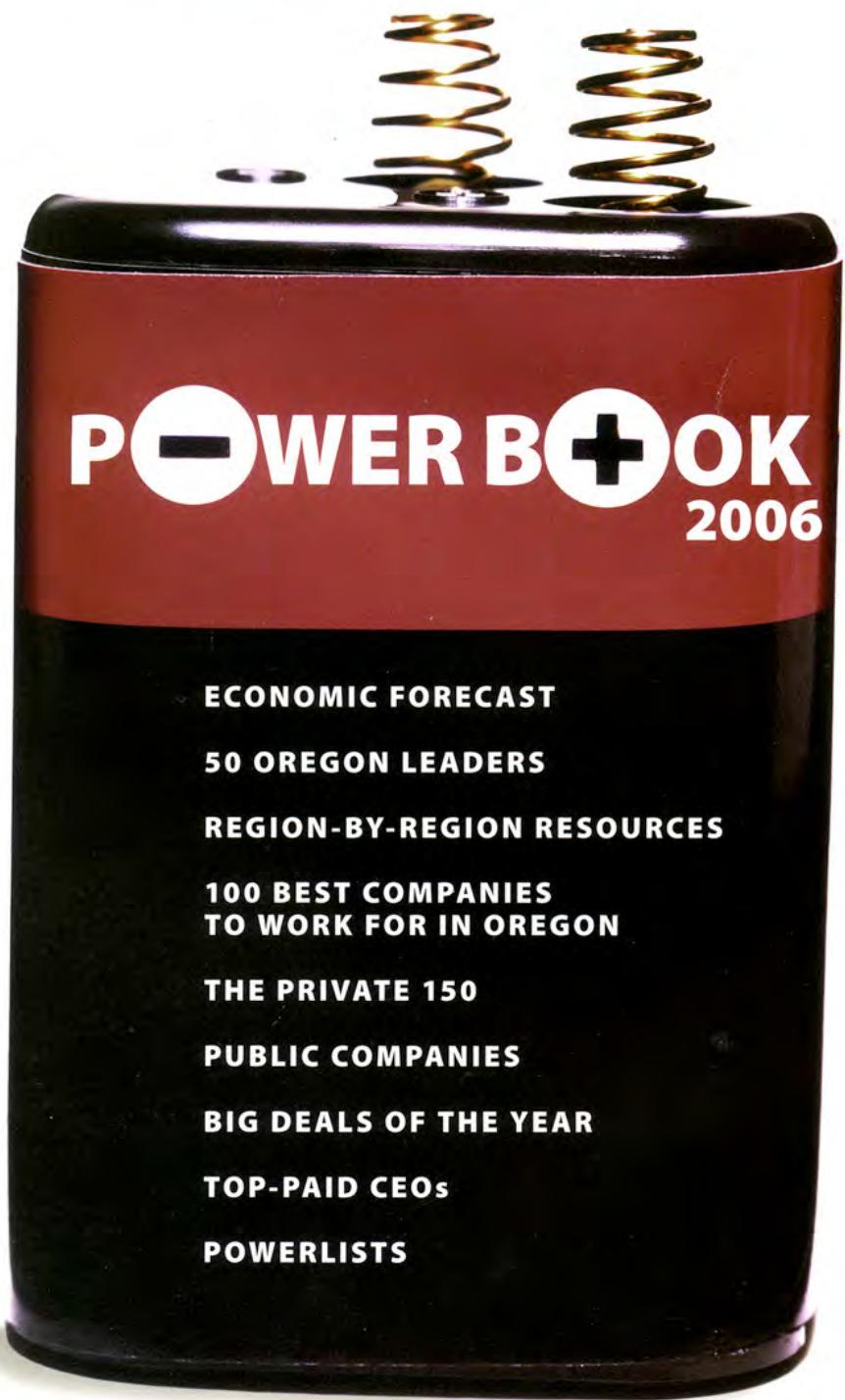


TOP TO BOTTOM: DAVID DRAPKIN—GETTY IMAGES, PHOTOGRAPH BY WESLEY BOCKE FOR NEWSWEEK, CLIVE COOTE, © GREGORY COLBERT

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100 BEST COMPANIES
TO WORK FOR IN OREGON

THE PRIVATE 150

PUBLIC COMPANIES

BIG DEALS OF THE YEAR

TOP-PAID CEOs

POWERLISTS

PERIODICAL



FIFTY IN MOTION

GREAT LEADERS FOR OREGON

This year's class of Oregon leaders is on the move. After soliciting nominations from around the state, we came up with a group of 50 outstanding men and women who are doing good things, sitting on the hot seat, breaking new ground, bringing people together and hitting their stride.

We asked our 50 in Motion the following questions: What would you do with a week off? What should Oregon's theme song be? What does Oregon's business community have working for and against it? What should a to-do list for state government look like? What did you want to be when you grew up? What are you reading? And what's your work style? Their answers inform, amuse and inspire.

—The editors

50 GREAT LEADERS FOR OREGON

10 PIONEERS

Our pioneers are breaking new ground in their fields — and sometimes creating new fields. They're worth watching to see how their innovations will change their corners of the state.

PIONEER

EDWARD BOYLE

Surgeon/entrepreneur
Bend

A 39-year-old cardiothoracic surgeon, Boyle moved to Bend four years ago and founded Precision Thoracic Corp., dedicated to minimizing the pain of chest surgery.



EXTRACURRICULARS: Cancer Foundation, Bend Memorial Clinic.

READING: *Seeing What's Next: Using the Theories of Innovation to Predict Industry Change* by Clayton M. Christensen.

HE SAYS: "Oregon had a business reputation as a fly-over state. Now many who used to fly over are moving here for the lifestyle, creating a reverse brain drain to our state."

PIONEER

TOMAS ENDICOTT

Co-founder and manager
SeQuential Biofuels
Portland

This summer, Endicott, 33, helped launch Oregon's first biodiesel production facility in a joint venture with Pacific Biodiesel of Maui, Hawaii.

HE SAYS: "For sustainable business, Oregon has a market like nowhere else in the country. Governments, businesses and individuals are willing to be early adopters — they realize the value."

WORK STYLE: Collaborative. Partnerships are everything to our businesses.



TO-DO LIST FOR GOVERNMENT:

Make public education the No. 1 priority.
Make health care a close second. Seed a renewable energy and bio-based products industry in Oregon.

PIONEER

JEANNIE LOUIE

Radiation oncologist
Providence Cancer Center at St. Vincent Medical Center
Portland

Louie, a Portland native, is among the first physicians in the state credentialed for a new form of breast cancer treatment — MammoSite Radiation Therapy, which involves less than a week of consecutive radiation doses rather than the traditional therapy lasting five to seven weeks.



STUART MULLENBERG

EXTRACURRICULARS:

American Brachytherapy Society, American Society for Therapeutic Radiology and Oncology, American Medical Association.

READING: Besides medical journals, *The Bonesetter's Daughter* by Amy Tan, *The American Academy of Pediatrics: Caring For Your Baby and Young Child*, J.K. Rowling's Harry Potter series, and lots of children's books with my daughter.

SHE SAYS: "My parents, immigrants from China, had a strong influence on my professional and personal style. My parents were very poor and impressed upon my four siblings and me through their long hours of hard work and dedication the importance of commitment, hard work and education."

PIONEER

KEVIN CARROLL

Author and katalyst
Katalyst Consultancy
Portland

This 47-year-old katalyst (the "k" is for Kevin) is a former Nike executive and one-time Philadelphia 76ers trainer. Carroll is a play advocate. His book *Rules of the Red Rubber Ball* encourages readers to find their passion.

diversity of thought, diversity in general."

TO-DO LIST FOR GOVERNMENT:

The education budget and honoring teachers are top priorities. Within the education budget, no haggling over money — make certain that athletics and the arts are not afterthoughts. Honor teachers by providing salaries that demonstrate we value them.

OREGON'S THEME SONG:

From the rapper, Ludacris: *Number One Spot*. It goes: "You'd better watch out, we're coming for your number-one spot." That's Oregon. It's a sleeping giant.



PORLAND, OREGON

2001 PULITZER PRIZE WINNER FOR PUBLIC SERVICE

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Only the feet remain



JAMIE FRANCIS/THE OREGONIAN

Drew Calhoun, 10, crawls under a 15-foot inflatable ball outside the Arlene Schnitzer Concert Hall in downtown Portland. The RedBall Project is a public art display touring Portland this week. "Adults need an invitation to play, and this ball is a beautiful invitation to see if adults can play," says Kevin Carroll, the Portland man who brought the project to town. Today, the ball appears at Portland City Hall. **See story and public display schedule on Page B8.**

Project invites all to have a ball

A giant red ball will bounce around Portland this week, offering a new perspective and a chance to play

By LUCIANA LOPEZ
THE OREGONIAN

The 15-foot-wide red ball wedged under the marquee of the Arlene Schnitzer Concert Hall turned heads Sunday.

The ball was not, as one passer-by suggested, a prop in a remake of the "Attack of the Killer Tomatoes!" Instead, the ball is a traveling public art display known as the RedBall Project.

The brainchild of New York-based artist Kurt Perschke, the

project invites viewers to play and take another look at the space the ball inhabits. The inflatable ball has traveled to Barcelona, Spain, and Australia, as well as within the United States, before landing in Portland, where its appearance is sponsored by Kevin Carroll, a consultant, writer and speaker on play and creativity. During the next week, the ball will bounce to different spots around Portland, and will be at the following sites primarily during daylight hours:

◆ **Today:** City Hall.

◆ **Tuesday:** Bus shelter at Southwest Fifth Avenue between Oak and Ankeny streets.

◆ **Wednesday:** MS Glass at Northwest Glisan Street and 14th Avenue.

◆ **Thursday:** Wieden+Kennedy, 224 N.W. 13th Avenue.

◆ **Friday:** World Trade Center at Southwest Salmon Street and First Avenue.

◆ **Saturday:** Pioneer Courthouse Square.

Anna and Don Jeannet of Washington walked past the ball Sunday.

"This is a defacement," Anna Jeannet said. "This is offensive."

Her husband took a mellower approach.

"It's not at all an art object by any means," he said. But, he added, "I suppose it's all right."

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Living

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Sunday Arlene Schnitzer Concert Hall



PHOTOS BY JAMIE FRANCIS/THE OREGONIAN

SEVEN DAYS OF ONE BIG RED BALL

Monday Portland City Hall



Tuesday Bus shelter at Southwest Fifth Avenue



Wednesday MS Glass at NW Glisan St. and 14th Ave.



Thursday Portland's World Trade Center



Friday Wieden+Kennedy at 13th Avenue



Saturday Pioneer Courthouse Square



» Coming tomorrow: Interacting with the red ball. «

His secret to success? Follow the 'red rubber ball'

Philly man parlayed commitment to fitness from Haverford School to owning his own company

HE'S GOT game. Philly homeboy Kevin Carroll has kicked, tackled, dribbled, run and slam-dunked his way to success.



KIMBERLY GARRISON

red rubber ball.

Playing with a red rubber ball, Carroll says, saved him from Philly's mean streets. His love of the game landed him a soccer scholarship to Tennessee Wesleyan College. He played soccer in Germany while serving in the Air Force, became a trainer at the Haverford School, then the became first African-American head trainer to the Philadelphia 76ers.

He landed a coveted gig as a motivational and creativity director at Nike and now, at 47, Carroll runs his own company, Catalyst Consultancy, in Portland, Ore., and globe-trots the world as a motivational speaker.

He certainly blew me away when I heard him speak recently at the NBC10 Consumer Expo in Fort Washington.

His humanity, integrity and pure drive fed my soul that Sunday. I left fired up, bubbling with optimism and joy. He made me believe there is no such thing as "can't," that there's a genius in each and every one of us, and that indeed anything is possible.

The baby-faced Carroll is the author of "Rules of the Red Rubber Ball: Find and Sustain Your Life's Work" (ESPN Books, \$14.95), published in September. Recently, I talked with him about his life, his workout and the keys to success.

Q: Where are you from originally?

A: The Cobbs Creek area in Philadelphia.

Q: Tell me about your background and the experiences that led you to pursue your current path.

A: I received a soccer scholarship and attended Tennessee Wesleyan College. However, I became a young father in my junior year and dropped out so I could take on the responsibilities of parenting. I completed my degrees while in the Air Force.

How does a kid from the 'hood, abandoned by alcoholic parents at the age of 6, become a champion? Well, it all began, once upon a time, with the rules of the



Kevin Carroll runs Catalyst Consultancy in Portland, Ore.

Q: Wow, that's commendable. A lot of young men would not have made that choice. So that's how you ended up in the Air Force. Is it true you speak five languages?

A: Yes, in addition to playing soccer for the Air Force, I also became a language specialist. I speak Serbian, Croatian, Czechoslovakian, Russian and German.

Q: I haven't heard of a brother mastering that many languages since Paul Robeson [who spoke 15! Those are some of the hardest languages in the world. Much like Robeson, you were also an athlete. What's your current workout?

A: Well, I now compete with me. I'm an early bird — get up about 6 a.m. I use the environment for my workout. I create an urban obstacle course — a ghetto workout, if you will. I do pull-ups on the light poles, plyometrics over the fence, jump rope and sprints in the parking lot. That's my time.

Q: That's awesome. Tell me what inspired you to become an athletic trainer.

A: While playing soccer in Germany, I tore my ACL [a knee ligament] and meniscus. When I didn't want to do the suggested therapy, my doctor challenged me to do my own physical therapy. After serving 10 years in the Air Force, I came back to the Philly area and was offered a job as the athletic trainer at the Haverford School. As you know, those early opportunities ultimately led me to the 76ers and then on to Nike.

Q: You make it sound so simple, but I know that all of that required a lot of hard work. What's your secret to winning at the game of life?

A: You have to discover your red rubber ball. You have to have something to chase, a dream or a passion. You need to be sure of what that is, then commit and put forth the effort. Be willing to get up and commit to that chase every day. Also, surround yourself with encouragers — people who can mentor you and provide

honest feedback. Stay away from the energy-takers. Finally, you must do the lonely work — the unglamorous task. In order to be special, you've got to master the basics.

Q: I'm a firm believer in that. However, a lot of people may say you're not "keeping it real."

A: I don't buy into a "woe is me" mentality. Forget about keeping it real and stay away from the haters. There are too many success stories out there. We can't let barriers be the excuse for not maximizing our potential.

Recognize your gift — the PRESENT. Every day you have 86,400 opportunities to have an effect on your own and someone else's life. Anything is possible.

Q: What are you most proud of?

A: Being a father and husband, and a good friend to many.

Q: What do you recommend parents do to encourage excellence in their children?

A: I encourage parents to give their children the permission and the courage to dream. Let your children pursue their passion — not yours.

Q: That's so true. I think a lot of parents, and people in general, miss that point. There are many roads to success.

A: An academic pedigree is no guarantee of success. You've got to be willing to take whatever you've got. Learn from that — get immersed in it. Take George Bodenheimer, he started off in the mailroom and now he's president of ABC Sports.

Q: What do you want people to learn from your book?

A: To learn from the power of play. There is empirical and anecdotal research that supports the importance of play. Did you know that Nobel laureates and MacArthur "genius" fellows spend as much time in their avocation as they do their hobbies?

We cannot allow technology to replace our active imagination. Ultimately, I want to expand this platform on the power of play and inspire the next generation of dreamers. ★

Kimberly Garrison is a certified personal trainer and owner of One on One Ultimate Fitness in Philadelphia (www.1on1ultimatefitness.com). E-mail her at Kimberly@1on1ultimatefitness.com. Her column appears each Thursday in You Chat with her on her Daily News weblog the Girlfriends' Locker Room, at www.girlfriendslockerroom.com. Her new podcast, "Philly Fitness and Health," is available for download every Thursday at www.philly.com.



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GIADA DE LAURENTIIS

The Food
of Love
Page 32

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The Keys to Keeping
Your Best Friend Well

Birth Order
What It Says About You

Do Good!
Feel Better!
page 11



JESSICA C. KRAFT (BORN TO LEAD, LISTEN OR LAUGH?)

Jessica loves being a first-born. "I became more independent and responsible, taking care of my brother from a young age." Those "oldest" traits helped her live abroad in Brazil, Israel and the UK. Now a writer and educator in New York, she's excited to show her new-grad brother the city.



PTOLEMY TOMPKINS (HITCH YOUR WAGON TO A STAR)

"I figured I'd get assigned Emerson in school," says Ptolemy. "But I didn't read him till I was in my thirties." He made up for his late arrival to the Transcendentalists by writing *The Beaten Path*, about the idea of wisdom in America. It begins with his favorite Emerson quote: "Life is a festival only to the wise."



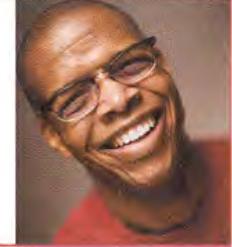
EDWARD HOFFMAN, PH.D. (MIND & SPIRIT)

A psychologist with a specialty in treating children and families and an adjunct psychology professor at Yeshiva University, Edward is also the author and editor of more than 20 books, including *The Love Compatibility Book*. He and his Brazilian wife have two sons. To unwind, he enjoys playing the flute.



JENNIFER OWENS (HEALTH)

Jen certainly has her share of devoted animal pals. In addition to owning two cats, Nora and Ruby, Jen regularly walks Sasha (left), an 8-month-old miniature Alaskan husky. She's also worked in an animal shelter and a veterinarian's office, so she knows a thing or two about pet health!



KEVIN CARROLL ("YOU CHANGED MY LIFE, MIZ LANE")

Kevin's nickname is Katalyst because he's all about helping people change their lives for the better. How? By urging them, first and foremost, to follow their dreams! He wrote *Rules of the Red Rubber Ball*, a fun guide to finding your life's work, released by ESPN Books last fall.

PHOTOGRAPH BY MARCUS SWANSON

“You changed my life, ‘Miz Lane’”

Sometimes you just need someone to bless your quest, to believe in you, to guide you when you lose your way

BY KEVIN CARROLL

WHY NOT?! I must've said that a million times growing up. My grandparents raised me in a Philadelphia suburb, and whenever I couldn't have something I wanted, I'd say, "Why not!?" even though I knew the reason: There was no money for extras. To me, *Why not?!* were words of complaint. It wasn't until I met Miz Lane,

the schoolteacher across the street, that I learned *Why not?!* are the two of the most powerful words in the English language—the words of possibility.

No one expected me to amount to much. Not my parents, who abandoned my brothers and me. Not my grandparents, who loved us but were too overwhelmed with keeping us fed and clothed to think beyond the basics. Not my teachers, who saw a kid more interested in sports than books. And certainly not me. The only place I didn't feel lost was the playground. I was small but fast and good at playing ball.

My grandparents' neighborhood was

one modest square block in an otherwise affluent area. Miz Lane and her family moved in when I was nine. Her son, Norman, and I were both little and scrawny. People said we looked like brothers. One day Norman and I got into a sandlot fight (the "you're the new kid on the block" fight). After an unimpressive pugilistic moment (by our neighborhood standards), he asked, "Want to come over for peanut butter and jelly?" I sure did!

The first time I stepped inside the Lanes' house, I could tell it was different. There was a warmth to it, a warmth I'd never known. And it came from



The playground was where Kevin discovered the red rubber ball that fueled his dreams of a life in sports. "What's your red rubber ball?" he asks. "What grabs you by the soul?"

youchangedmylife

Norman's mom, Miz Lane. She sat us down and fixed us PB&J sandwiches. I depended on the free lunch program at school, so that was a real treat.

Miz Lane must have sensed that I was hungry for more than food. She asked about me. What was my favorite sport? Did I like to ride bikes? "You come over anytime," Miz Lane said.

I did, almost every day. Norman got to be my best friend, and the Lanes' house was my refuge, especially after my grandmother died when I was 10. That summer, Norman went away to camp. I still dropped by. Miz Lane would fix me a snack. I'd help her do the dishes. She'd comb my hair (I was sporting an Afro then). It took a while to work through the kinks, and that's when we had our best talks. She'd have me read from Miss Manners or the encyclopedia. She never stopped teaching, not even during summer vacation.

One day that fall, I told her, "I'm thinking about trying out for the school play." Not that there was any chance I'd make it. "Why not?!" Miz Lane said. "You'll never know how good you are until you try."

I was stunned. No one had ever had that kind of faith in me before. The next day, I tried out. To my surprise, I landed a role. I raced straight from school to Miz Lane's. "They chose me!"

"Why not?!" she said. Her smile told me she knew I'd had it in me all along.

"Why not?!" Miz Lane asked when



We met one day when I was nine. "You come over here anytime," Miz Lane said. And I did, every time I needed the love and wisdom only a mom could give.

I mentioned learning the cello. "Why not?!" she demanded when she urged me to take college preparatory courses instead of vocational classes. "Get ready for college. Don't let others define your possibilities."

Norman and I went away to college. He graduated. I didn't. Maybe it was because I missed Miz Lane's daily wisdom. My girlfriend and I had a baby. I dropped out and moved back in with my grandfather. I got a job as a stock boy. At first, I was too embarrassed to visit Miz Lane. I felt I'd let her down.

I'd let myself down too. I wanted to do bigger things. But how? I had no money, no degree, a child to support. All of a sudden, I heard Miz Lane's voice in my head, clear as a bell: *Why not?!*

I enlisted in the Air Force and went to tell Miz Lane. "I'm going to make

something of myself," I said. She hugged me. I'd never felt so proud.

The Air Force trained me to be a translator and stationed me in Germany. My secret dream was to play pro soccer. I was a good player, still fast, and I made the Air Force team.

The day before a big playoff game, I got word that Norman died in a car accident. I dedicated the game to my best friend. In the second half I jumped up to kick the ball. I landed funny. My knee buckled. Just like that, my dream was finished.

I went back to Philly for Norman's funeral on crutches. Soon as Miz Lane saw me, she cried, "From now on, you're my son."

It was a responsibility I

had to live up to. "I'd like to stay in sports, go back to school to study athletic training," I said. Guess what Miz Lane said. "Why not?!"

At St. Joseph's University I was the head athletic trainer by day and a student by night. At graduation, Miz Lane's smile told me again: *I knew you had it in you.*

I got a job as the Philadelphia 76ers head athletic trainer. A few years later I landed an executive position with Nike. I thought I'd hit the jackpot. So I was taken aback when Miz Lane said, "I know there's something bigger waiting for you."

"How do you know that?" I asked.

"Your story is an inspiration to everyone in this neighborhood," she said. "You need to write a book to show other people how they can do what you did."

"I can't write a book!"

"Why not?!" Miz Lane said. And as usual, she was right.

Last year I wrote *Rules of the Red Rubber Ball*, a book about finding and following your dreams. Now I travel the world, talking to business groups and most importantly, to kids. If I could make something of myself, I tell them, they can too. It's my way of following in the footsteps of the best teacher I ever had. Why not?!

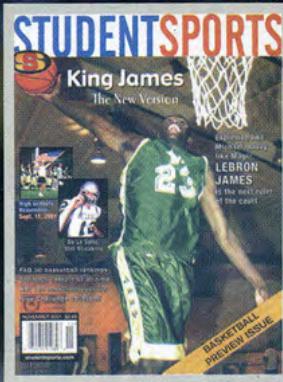
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Every morning I pull back the curtains and open the blinds, letting the sun brighten my kitchen. Then I sit down with a cup of tea and watch the birds eat breakfast at my feeder. It sets a bright tone in my mind and spirit! —DARRY JENKINS, ATLANTA, GEORGIA

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PREGAME



THE GAME INSIDE THE GAME

SEEK OUT ENCOURAGERS BY KEVIN CARROLL

Attaining your life's goals cannot be done alone.

You must build relationships with people who have a genuine interest in you and appreciate your commitment to your goals. These people are your teachers—they are your encouragers. They bless your quest and support you along the way. They cheer you on. They guide you when you lose your way—and believe me you will.

They share your joy when you succeed, and boost your confidence when you're disheartened. They help you evaluate your options—and they challenge your assumptions. Most importantly, they give you the courage to act.

When you are with your encouragers, always be present, alert and on the lookout for teachable moments: That one sentence, story or nugget of wisdom that will give you the strength to keep pursuing your dreams.

Your teacher may be someone unexpected. Mine was a childhood friend's mother I called Miss Lane.

Miss Lane was with me when my grandmother died and when I left for college. She was there when I joined the Air Force and after I twisted my knee during a soccer game in Germany and could no longer play sports. Throughout it all, she shoul-

dered my sadness and diffused my doubts. She told me over and over again that anything worth having comes with struggle.

When I felt lost, she was my confidante and always suggested ways that I might alter my path. When I hesitated to take chances, Miss Lane always fired back: "Why not!?"

That's what teachers do, they ask, "Why not?" Still at the end of the day, I knew each choice I made was my responsibility, not Miss Lane's.

Do not give your teachers too much power. Their advice is not mandatory, and you do not have to follow it. In the end, each decision is yours: You own the outcome, good or bad.

Nurture these relationships and treat your teachers well. You'll likely find many along your journey, and together they will constitute a mosaic of mentors who will influence and direct you in untold ways.

Excerpted from "Rules of the Red Rubber Ball", by Kevin Carroll. dreamBIG Publishing, 2004. Available at www.redrubberball.biz.

Carroll is former head athletic trainer at St. Joseph's University and the Philadelphia 76ers. In 2003, he founded The Katalyst Consultancy to teach business leaders how to use the spirit of play to enliven their companies.

THE OFF SEASON



ILLUSTRATIONS BY MARK SMITH

FACTS
AND
STATS

SOCcer IS THE SINGLE
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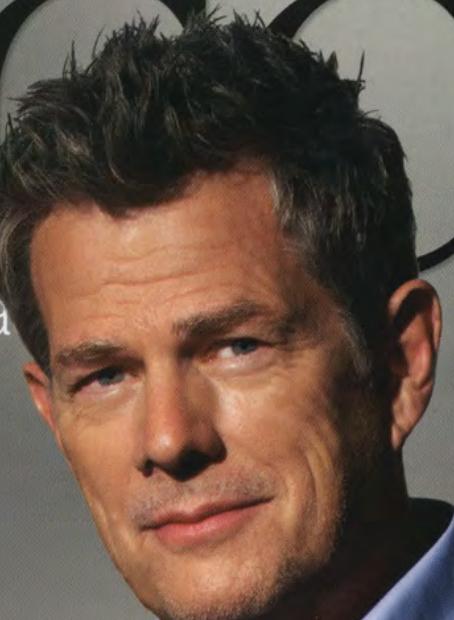
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Q&A

Q: What are some smart strategies for solving seemingly overwhelming problems?

Michael Gelb: Many people get overwhelmed by problems because they keep their attention exclusively on what's wrong and react to it emotionally and unconsciously. This negative focus often leads to a downward spiral of pessimism and limited resourcefulness.

Refuse to be overwhelmed. It's important to cultivate the ability to maintain inner balance, equanimity and clarity of mind in the face of challenging circumstances. Once you are centered, you can bring your attention to defining the problems at hand. As educational philosopher John Dewey noted, "A problem well stated is a problem half solved."

Focus on clarifying desired goals and outcomes in an optimistic framework. Decades of research demonstrate that optimists get better results in all areas of life. This isn't because positive thinkers summon New Age fairy angels to sprinkle achievement dust on their efforts, but simply because optimists stay engaged with the problems at hand and look for solutions. Since your brain is the most profoundly powerful solution-finding mechanism in the known universe, your chances for success are much greater when you embrace problems as opportunities for resourcefulness and creativity.

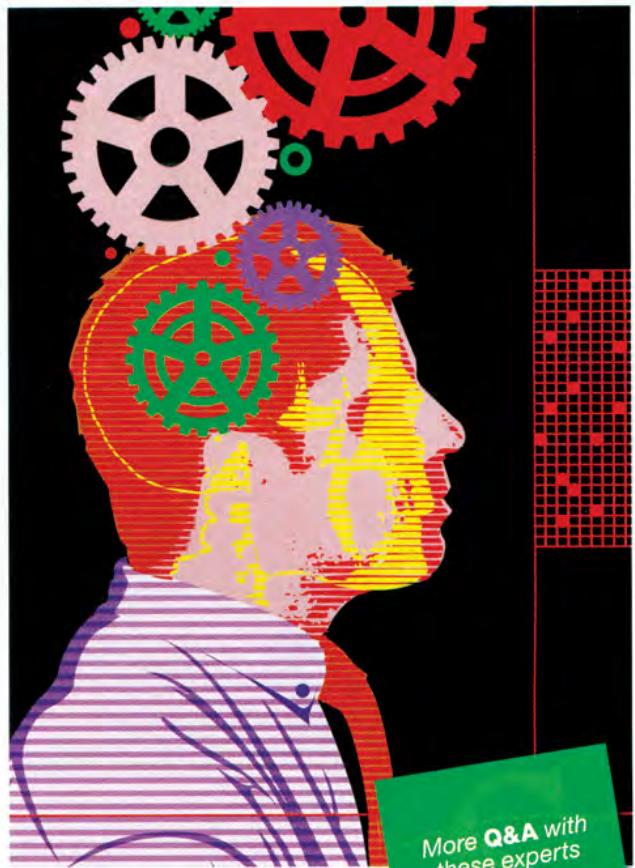
Q: Are there tips or exercises to become a more creative person?

Kevin Carroll: Nurture your neoteny (juvenileization). I heard the term *neoteny* used several years ago by Dr. Stuart Brown, founder of the National Institute for Play and co-author of the book *Play*. In most species, there are "adult-aged" members that retain youthful-like traits and behavior. As he put it, "Neoteny is the state or attitude of perpetual immaturity and playfulness."

Research from psychiatrist Bruce Charlton shows the value of a youthful state of mind for adults. He says the demands of the 21st century, such as embracing technological advances and dealing with the uncertainty of business and personal situations, require adults to take a much more teenlike approach—be more adaptable, malleable and open to new things.

The kid-within-us-all needs to be given permission to have fun regularly (especially in the workplace) and celebrate the big purpose of play throughout our entire life.

- Have the discipline to be present.
- Maintain eyes of wonder to identify new opportunities and teachable moments.
- Stay forever curious.
- Actively pursue a hobby or avocation.



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- Be a lifelong learner and recognize you have human homework to accomplish personal improvement.
- Read these books: *Sparks of Genius* by Robert and Michelle Root-Bernstein, *The Art of Innovation* by Tom Kelley and *Not a Box* by Antoinette Portis.
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- Maintain your sense of humor in the face of uncertainty. Smile like the Mona Lisa in the face of change. Listen for the voice of your intuition.
- Learn mind mapping®, a whole-brain technique for thinking, planning and problem-solving, developed by Tony Buzan.
- Leonardo said, "Everything connects to everything else." Creativity is all about making new, unexpected connections.

THE EXPERTS UP CLOSE

Michael J. Gelb is a creative-thinking expert and leads seminars at companies such as Microsoft and Nike. He is the author of several books, including *How to Think Like Leonardo Da Vinci*. His latest book is *Innovate Like Edison*.



Kevin Carroll is a speaker and expert in personal growth and human potential, the founder of Kevin Carroll Catalyst and the author of several books, including *Rules of the Red Rubber Ball: Find and Sustain Your Life's Work*.

Niurka is a speaker, a communication and influence expert and founder of Niurka Inc., a corporate-training company.



- a journal to record your ideas.
- Leonardo may be history's greatest genius, but he made plenty of mistakes. He always focused on learning from them quickly.
 - Leonardo wrote, "The five senses are the ministers of the soul." Create an inspiring, enlivening environment. As you surround yourself with beauty, you invite your senses and your soul to come alive. Put fresh flowers on your desk; listen to inspiring music; enjoy healthy, beautifully presented meals.
 - Maintain your sense of humor in the face of uncertainty. Smile like the Mona Lisa in the face of change. Listen for the voice of your intuition.
 - Learn mind mapping®, a whole-brain technique for thinking, planning and problem-solving, developed by Tony Buzan.
 - Leonardo said, "Everything connects to everything else." Creativity is all about making new, unexpected connections.

Q: Do you recommend any resources to enhance creativity?

Niurka: Get in touch with your source of inspiration and let your passion flow through your unique talents. What thrills and delights you? What turns you on mentally, emotionally, physically and spiritually? Whatever it is, practice it. Are you most inspired when connecting with people? Join a mastermind group. Surround yourself with creative, like-minded people who share their gifts and talents. Go to festivals and gatherings with people who share your interests. It will trigger your imagination. Are you more inspired when in solitude? Meditate. Devote time each day to silence. Be in nature. It will clear your mind to allow creative juices to flow. Journal. Give yourself a consistent time and place to practice your art so that you condition your brain and body to respond creatively on demand. Do you love physical activity? Exercise enhances creativity because it gets the blood flowing while sending oxygen to the brain—generating vitality and stimulating mental acuity. Be bold and adventurous. When on unfamiliar ground, you will be wide-open to new ideas and possibilities that will ignite creative impulses. **S**

19 SEERS

**THESE ORACLES
OF THE AWESOME
ARE LEADING THE WAY
TO A BRIGHTER FUTURE.**

BY CHRIS RAYMOND

"VISION is the art of seeing things invisible," wrote the great satirist Jonathan Swift, known for nearly three centuries as the eagle-eyed author of *Gulliver's Travels*. And those words ring true to this day, though in fact, back in the 1700s when he penned them, a visionary was not the sort of person you hoped to meet for an ale at the local pub. No, he was the kind of fellow who conjured up demons and ghosts.

These days it takes more than a healthy imagination to earn the Visionary title. You need a vast store of know-how, too. It's not enough to see what others do not; you have to have the might and

wisdom to shepherd your vision into reality. Consider Steve Jobs, perhaps the premier visionary of our time. A prolific innovator, he had a knack for creating products before we knew we needed them. He led us to a world where cellphones snap pictures, play music, order our groceries, even monitor our vital signs. But he did not achieve all that until he had mastered the art of the sales pitch.

Does that mean Jobs' sanity was never called into question? No way. His own wife talks of "Steve's magical thinking." Indeed, her husband's logic was not always linear—or sound. (He once believed he could defeat pancreatic cancer with an all-fruit diet.) But in his unique way, Jobs made the world a better place. And so he felt compelled to champion the unconventional thinkers. "Here's to the crazy ones," he exclaimed in a famous Apple ad. "The ones who see things differently.... They push the human race forward." No doubt he'd make room for a few of these guys at the genius bar.

19 SEERS



Larry Busacca/WireImage/Getty Images

Bill Gates: For nearly two decades, the man who founded Microsoft has been using his business acumen and personal fortune to tackle the world's biggest problems through philanthropy. When he learned not long ago that raw sewage poses a greater threat to the poor than measles, malaria and HIV/AIDS combined, he came up with a plan of action, issuing a challenge to reinvent the toilet. Eight universities took him up on it. Didn't matter that the current design had endured for 200 years,

Gates soon had creative thinkers across the globe talking crap. When he announced the winning designs last August, researchers at Caltech took the top prize of \$100,000. The team's water-efficient, solar-powered commode needs no treatment plant to convert waste into fertilizer as well as hydrogen for use in producing energy.



Salman Khan: When he started posting tutorials on YouTube, the hedge fund analyst had no interest in reinventing the nation's education system. He was simply trying to help a 13-year-old cousin master algebra. But in the nine years since, **millions of people—young and old—have embraced the genius of his bite-size lectures**, tuning in time and again to receive one-on-one instruction in the intricacies of math and science. By harnessing the magic of digital technology—giving kids the chance to learn at their own pace, rewarding their budding problem-solving skills with badges, handing teachers the tools to monitor their progress—Khan Academy is literally turning around the classroom experience. Students digest instruction at home and do their homework at school, where teachers are on hand to answer their questions. Now that's just smart.



Larry Busacca/WireImage/Getty Images

Eric Ries: He was not the first business executive to marvel at the startling inefficiencies in the startup process, the time and money wasted on half-baked ideas. He is, however, the one who unveiled the solution—a strategy he outlined in his best-selling book, *The Lean Startup*. Instead of following a business plan built on blind faith, Ries argues, find cost-effective ways to test your assumptions before you launch, thereby validating your ideas. Thanks to his insights, **the pivot is now part of the curriculum at Harvard Business School**.



Matt Houston/AP/Corbis

Craig Venter: In the eyes of this microbiologist, antiviral software is a vaccine you will one day be able to download on a 3-D printer. Part scientist, part maverick, **he envisions a day when man-made microbes will produce nutrients and medicine, vacuum up greenhouse gases, and manufacture** the fuel to meet our energy needs. At first glance it all seems far-fetched. Then again, no one believed Venter could map the human genome faster than the federal government, and he did in 2000, three years before the public project was to conclude, and at a fraction of the cost.



View Pictures/UIG Via Getty Images

Zaha Hadid: It's a testament to the wonder of this architect's fluid design that the Museum of XXI Century Arts (affectionately known as MAXXI) opened in Rome in 2009 without a single piece of art on display. The interior was so intricate, so beautiful, it was worthy of an audience all to itself. The Baghdad-born Pritzker Prize winner creates stunning exteriors, too. **Just look at the aquatic center she dreamed up for the London Olympics. You won't find a better building to represent the digital age.** Hadid's creations are so curvaceous they could not be plotted without computers. Boundaries? Pssh, she refuses to accept straight lines. "There are 360 degrees," she says. "Why stick to one?"



Courtesy of Taylor Wilson

Taylor Wilson: Not many teens list uranium prospecting among their favorite pastimes. Fewer still get a warm greeting from the folks at the Department of Homeland Security. But Wilson is not your average 18-year-old. For starters, his IQ ranks in the 99.99 percentile. More than brains, though, it's his eye for invention that earns him a spot on this list. He doesn't just talk of changing the world, he does it. **At 14, he built his own nuclear fusion reactor.** Three years later, he used it to develop a low-cost means to screen cargo containers for nuclear terrorist weapons. And after losing a grandmother to cancer, he found a way to lower the cost of radiation treatments for everyone. No wonder he's been too busy to get a driver's license.



John Moore/Getty Images

Michael Bloomberg: His ability to rise above party politics is admirable, but what really separates New York Mayor Michael Bloomberg from the rank and file in government service is a **willingness to confront head-on the problems that limit America's future.** In 2002, in the face of fuming opposition, he pushed through a ban on smoking in the city's bars and restaurants. More than 3,400 municipalities later followed suit. In 2006 Bloomberg demanded that chain restaurants post calorie counts beside the items on their menus. The Affordable Care Act of 2010 will soon make this practice mandatory nationwide. The self-made billionaire has taken similar stands against trans fats, salt, auto emissions, soft drinks and assault weapons. He hasn't won every battle, but he certainly has raised the quality of the dialogue.



Nigel Parry/CPI Syndication

Elon Musk: Musk has never lacked ambition. Believers? That's another story. After the year he had as the CEO of Tesla and SpaceX, however, it's hard to dismiss his ideas, no matter how far-out they seem. In May, SpaceX's privately funded Dragon capsule completed its first successful supply mission to the International Space Station. Six months later, Tesla's new electric-powered vehicle—the model S sedan—was named car of the year by Motor Trend magazine. How do you top that? Rest assured, Musk will find a way.



Taylor Hill/FilmMagic/Corbis

Perry Chen: It was music that led Kickstarter's CEO to his epiphany—specifically a concert that failed to materialize at the 2002 New Orleans Jazz & Heritage Festival. Instead of risking \$20,000 of his own to organize the event, **Chen came up with a whole new way to fund the arts, creating an online community** that introduced people with money to those who needed it. Since 2009 Kickstarter has raised more than \$350 million to help filmmakers, game designers, artists and musicians fund their dream projects.



Raymond Boyd/Michael Ochs Archives/Getty Images

Dave Eggers: Since the life-altering success of his breakout best-seller, *A Heartbreaking Work of Staggering Genius*, Eggers has worked diligently to promote the power of the written word. He has launched a small imprint (McSweeney's), a literary magazine (*The Believer*), and a nonprofit after-school writing program (826 National) aimed at nurturing the talents of young wordsmiths in eight U.S. cities. In addition to donations, Eggers funds his mentoring efforts with a series of ingenious storefronts: The Pirate Store in San Francisco; **Liberty Street Robot Supply & Repair in Ann Arbor, Mich.; The Greater Boston Bigfoot Research Institute; and Brooklyn Superhero Supply Co. in New York.** Besides generating smiles, the shops tend to cover the rent and draw people in off the street, creating community support.



Katy Winn/Corbis

Chris Anderson: Never underestimate the value of a great idea—unless, of course, you're Chris Anderson, in which case, you offer it up to the world for free. When the longtime publishing executive took command of the TED (Technology, Entertainment, Design) Conference in 2001, he quickly sought to broaden its reach beyond the confines of corporate America. In 2006 he started posting TED talks online. Three years later he handed the organization's microphone to outsiders, allowing them to host local TED conferences. This "radical openness" has earned the organization props as "the new Harvard." TED events pop up worldwide, and the organization's videos—available in 40 languages—have been played more than a billion times.



Everett Kennedy Brown/epa/Corbis

Kevin Carroll: To a young boy recently abandoned by his mother, the playgrounds and ball fields of Philadelphia offered more than a refuge. They filled him with glee, gave him confidence, led him to the Air Force as a soccer player, the National Basketball Association as head trainer for the 76ers, and eventually to Nike, where his electrifying motivational speeches gave rise to those yellow bracelets that Lance Armstrong used to raise \$80 million for cancer research before stepping down from the Livestrong Foundation. Nike distributed clear wristbands with its Kevin Garnett sneakers, and Carroll, a brand ambassador, would often collect a few and trudge out to a school in Portland, Ore., to talk to the kids about chasing their dreams with the same passion they used in hustling after baseballs. When the children started coming home with Carroll's "dream bands" on their wrists, Nike executives offered the idea up to Armstrong. Today Carroll still delivers those talks, only now they're requested by executives at Disney and dignitaries from the United Nations. **Wherever he goes he leaves a little extra time in his schedule—so he can return to the playground and share what he's learned about the power of play** with neighborhood kids.



Jordan Naylor/WireImage/Getty Images

Ben Silbermann: Believe it or not, the website with the fastest growth rate in history owes a debt of gratitude to Silbermann's childhood bug collection. The CEO knew all too well the passion collectors bring to their hobbies, but he also understood the pleasure they take in showing off their treasures. So he made certain that Pinterest focused not on words but on images—all lovingly curated by the site's devoted users. The result? A browsing experience ideally tailored to the digital age. Yes, it's abundantly clear that Pinterest fans love to shop. And when they do, they spend \$180 on average. Let's see Amazon do better than that.



Frederick M. Brown/Getty Images

Dean Kamen: The Segway scooter is his best-known invention, but all told, Kamen has more than 440 patents to his name. Were it not for his fertile mind we might still be waiting for the insulin pump and the portable dialysis machine. This year, in partnership with Coca-Cola, he has his mind set on cleaning up the world's water supplies. **The Slingshot, his latest creation**—10 years in the making—weighs less than 300 pounds and **is capable of converting river water, salt water, even raw sewage** into safe drinking water, using less than 1 kilowatt of electricity, roughly the equivalent of powering a hair dryer. Look for the Slingshot to spring up in schools, health clinics and community centers in South Africa, Mexico and Paraguay this year, and in India, Asia and the Middle East in the near future.

Jenna Lyons: First lady Michelle Obama wears her clothes, **Oprah Winfrey once asked for a peek into her closet**, and various blogs devoted to her work take note when she reveals her favorite diaper bag. Yes, many people have an eye for style, but few can match Lyons' clout. "I can't change the world. I'm not a stem cell scientist," the J. Crew tastemaker told *The Wall Street Journal* not long ago. "But this is my way of giving back." By expertly blending classic with chic, Lyons creates clothing that appeals to virtually everyone. And, it will come as no surprise, that the once on-the-rocks J. Crew has experienced a stunning turnaround since she assumed the role as the company's creative spirit. Its annual sales have jumped from \$700 million to \$1.7 billion, in the process erasing a \$40 million-a-year deficit.



Donna Ward/Retna Ltd./Corbis

Steve Ells: One look at the suffering on the farm where Chipotle's pork was raised, and the company's founder saw the light. This was back in 1999. His restaurant chain was 6 years old. When the CEO returned home, he set about finding a more humane alternative for those barbacoa-stuffed tortillas. In short order, his fast-food menu was stocked with free-range meats and locally grown vegetables. **Prices went up, but customers kept scarfing his burritos and his guacamole.** Chipotle's revenues have tripled since 2006. The number of restaurants has doubled. The company is now valued at \$12.2 billion. All because one man saw an opening for healthier fast food.



Yvon Chouinard: Though he calls himself a reluctant businessman, Chouinard is beyond shrewd. He spotted the merits of eco-friendly commerce early on, donating 1 percent of his company Patagonia's sales revenue to grassroots environmental groups back in 1985. In the years since, he has strived to lower the company's footprint, going so far as to advise customers in a full-page 2011 Black Friday ad in *The New York Times* not to buy a new Patagonia jacket if an old one could be repaired. Radical though such a notion once seemed, it makes fiscal sense. As Chouinard argues, millennials don't take kindly to polluters. That's why the chief executives of Nike, The Gap, Levi Strauss and Adidas follow his lead. The standards laid down by the Sustainable Apparel Coalition, which Chouinard launched with Wal-Mart in 2009, now apply to a third of all clothing sales worldwide. The renegade CEO is not ready to call it a day, though.

"I hang onto Patagonia," he told *The Wall Street Journal* not long ago, "because it's my resource to do something good. It's a way to demonstrate that corporations can lead examined lives."



Tony Hsieh: Where others see a scorching-hot wasteland in downtown Las Vegas, **he sees the makings of a cultural renaissance.** So for his next trick, the man who put Zappos on the map will attempt to play SimCity with Sin City. After studying the campuses of Apple, Google and Nike, he decided against hiding his staff on a private island. By year's end he will instead ferry about 2,000 employees into the old city hall building in the center of town. And to make sure they approve of the move, the CEO is investing \$350 million of his fortune into creating a neighborhood that attracts artists, musicians, college students and entrepreneurs. A pipe dream? Perhaps, but unlike companies, metropolitan areas get more productive as they grow. Hsieh argues, so why not put Zappos in a position to profit from that?



Ross D. Franklin/AP

Felix Baumgartner: Due to a visor malfunction, he did not get to fully enjoy the view. But on Oct. 14, 2012—65 years to the day after Chuck Yeager broke the speed of sound in his rocket-propelled X-1 jet—Felix Baumgartner stepped from a helium-filled balloon perched on the edge of space. **Free-falling from 128,000 feet above the Earth, he reached Mach 1.4** before deploying his parachute and safely landing in the desert sand of New Mexico. Like the daredevils of the Space Age, he pushed the limits for science, allowing researchers to study how his body handled the dramatic descent from such an extreme altitude. **S**

Contributing editor Chris Raymond frequently writes about visionaries in the hope that he can one day be one, too.

Kevin Carroll

Founder, Katalyst LLC
Portland, Oregon

Kevin Carroll is a consultant, speaker, and change agent. He is founder of Kevin Carroll Katalyst LLC, and has worked with organizations such as the National Hockey League, ESPN, Nike, and Starbucks. Carroll also is the author of *Rules of the Red Rubber Ball*, *What's Your Red Rubber Ball?* and *The Red Rubber Ball at Work*.

HOW DO YOU CONVINCE ORGANIZATIONS THAT THEY SHOULD BE INVITING IN PLAY?

When businesses start to see that play is serious to the business of advancing an idea, they will not marginalize it anymore. They'll celebrate it.

There is plenty of research out there: the National Institute for Play; and the *Sparks of Genius*, a wonderful book written by Robert and Michele Root-Bernstein that cites the stories of Nobel laureates and MacArthur Genius Grant recipients.

I think organizations and enterprises will be pleasantly surprised with the outcomes of investing in more play, specifically play with purpose, play that has more direct outcomes. You want more teamwork? Let's design something to help you get that, but let's do that around playing a game for coming together. "Oh, we want more innovative spirit, we want more ingenuity. Let's design play, let's design moments around that."

That's why I use that term "playing with purpose," not just play for play's sake. You can do that on your own time. In business you need to have an outcome or an idea behind it.

HOW CAN TALENT DEVELOPMENT PROFESSIONALS INSPIRE OTHERS TO TELL THEIR STORY?

They have to have the courage to share their story, the *why* behind them.

Talent development professionals should also be a curator of stories; they should collect more stories about others and have them at the ready so they can share them.

Why are you endeavoring to raise people up? As a talent development professional, why are you in the business of bringing the best out of people? Someone probably did that for you, and now you want to do that for others.

In your own way, you're that wonderful teacher. You're Robin Williams in *Dead Poets Society*. You're that encourager and the challenger; that person who holds people accountable.

If you can recount your own journey and tell people, "That's why I'm investing in you, because someone did that for me. And I wanted to be that teacher, that encourager." The Robin Williams's "My captain, my captain" moment, right? I want people to feel that. To be so inspired about what they endeavor to do on a daily basis, and how they bring their gifts and talents to an organization, or their own professional and personal endeavors.

Hopefully you're in the business of talent development because it's your calling, not because it's your job.

WHAT DO YOU THINK IS THE BIGGEST CHALLENGE TO COMPANIES AND OTHER ENTERPRISES AND ORGANIZATIONS TODAY?

We've got to find a way to bring high tech and high touch together. We've got wonderful automated programs that sift out talent, with people doing online application processes now. But I think it doesn't tell the full story.

Nike would probably never have gotten me in this day and age if they were using the automated system that many people have. They would have seen my crazy background with all these different experiences, and thought, what do we do with that guy?

But someone saw me at an event. I was working for the Philadelphia 76ers when I was invited to be one of the speakers at an event at a park for youth. We had five minutes to share with the students, so I shared my story. A Nike executive there pulled me aside and said, "You're going to be at Nike one day." I asked, "Why would I be at Nike? I'm the head athletic trainer for the Philadelphia 76ers. I've got my dream job."

And he said, "You're going to be at Nike. Nike needs you." He was the person who saw something in me; he's the same person who identified Michael Jordan to be signed by Nike.

"One thing I do well is identify unique talents," he said. And he even said to me that once I came to Nike, "You're not going to be here long. There's bigger work for you to do. We'll be glad to have had you for the length that we have you."

But that's without the technology. How do we marry that high-tech system with a high-touch one? I know you need some kind of program—there're just so many applications now. You have to have some way of filtering.

But what is that other piece, the human piece? Talent development personnel have to be willing to put that work in. You can't just leave it to high tech to ensure that you're getting the right group of people.

Kevin Carroll was interviewed by Patty Gaul, senior writer/editor for the Association for Talent Development (ATD).



SEEK OUT ENCOURAGERS ! —THESE PEOPLE ARE YOUR TEACHERS. 

ALWAYS PREPARE TO SHINE,  DREAM BIG  & TURN IDEAS INTO REALITY. 

FOLLOW YOUR BLISS.  ENJOY YOUR CHASE. 



KEVIN CARROLL **KATALYST**