

SEC PEAK ACCELERATE

STUDY SCHOOL 1

Stakeholder 2.0: Em(POWER)ing and Influencing as a Leader

PEAK 2.0/ RE-IMAGINE THE FUTURE

Theme: Impossible to Impact

PROGRAM DELIVERY PARTNERS

CONNECTING TALENT TO OPPORTUNITY

FIND YOUR **FORWARD**
THROUGH **fitt®**
THE MULTI AWARD-WINNING
TALENT SOLUTION

Forbes
| Councils

CIPD | Middle East
People Awards

WINNER
SUSTAINABILITY | 2022
Innovation Awards
Entrepreneur

Winner
Tech
INNOVATION
AWARDS 2021
POWERED BY
Entrepreneur



Winner
HR TECH AWARDS
SALIENT RECOGNITION
2024

Winner
**ISO/IEC
27001:2022
CERTIFIED**
✓
verify

HR TECH AWARDS
powered by lighthouse research & advisory
TALENT ANALYTICS
BEST TALENT
INTELLIGENCE SOLUTION
2025 WINNER

Understanding the PEAK Experience

PEAK is a leadership immersion. Its unique design has been accoladed with the “Best Leadership Development Program” in the Middle East through the Global Sustainability Awards in 2022. Carefully crafted through the support of the University of Cambridge Psychometrics Centre (UK) and the fitt Talent Team, it seeks to create opportunities for dialogue between leaders from different functions and designations in the organization. Removed from the hustle and bustle of everyday corporate life, PEAK is presented in simulation format. Tailored to the unique strategy and composition of its user communities. Blending individual encounters with group-based conversations to curate a unique and differentiable learning journey. PEAK is designed in hybrid format – an assessment of potential, and a fast tracking of performance.

In the SEC PEAK 2.0 Program, our theme is “**ACCELERATE**”. This suggests a strong focus on assessing and building capabilities and competencies to navigate an evolving energy landscape. Aligned with the SEC Corporate – and HR Strategy drivers, we identify leaders who will take the organization into the future. We focus on building skills to future proof leaders in navigating the complex global landscape; whilst delivering on the SEC strategy.

GO THE DISTANCE // MEET YOUR FACULTY



Stefan Strydom



Prof Danie du Toit



Prof Ed Stander



Reem Al Belaly



Dr Ryk Croukamp



Carla du Plessis



Veronique Rossouw
(Program Success Lead)



Ansome Louw



Sibusiso Mnxuma



Prof Marius Stander



Ian Rothmann



PROGRAM DELIVERY PARTNERS



SETTING UP FOR SUCCESS - ACCELERATE FOR GROWTH

RULES OF ENGAGEMENT



LEAN IN

Be passionately curious about your own development. Don't hold back.



STRETCH

Consider the full richness of your potential. Make this your journey. Pioneer.



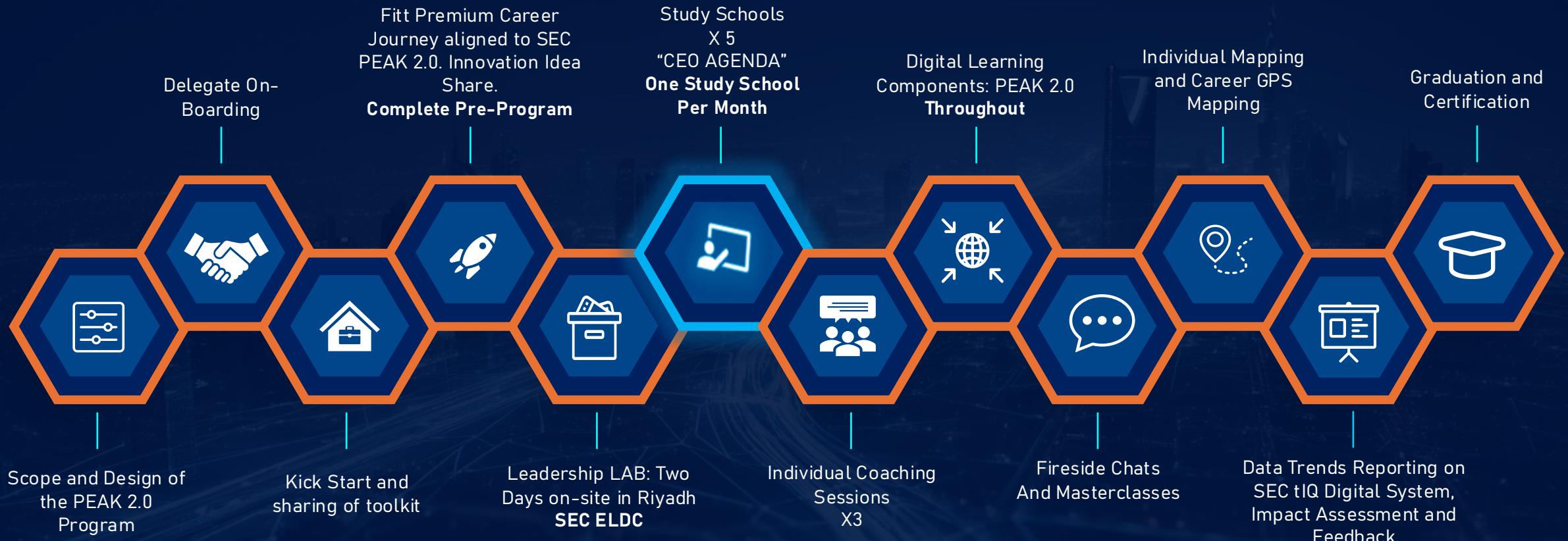
BELONG

Create a safe space for conversation. Challenge and learn.

Re-Imagine the Future

A Leadership Immersion. For Pioneers

JOURNEY MAP/ SEC PEAK_2.0 ACCELERATE



OBJECTIVE OF THE SEC PEAK STUDY SCHOOLS

INVITATION // FUTURE

ACCELERATE Now. UNLOCK A NEW POSSIBLE



LEARNING APPROACH

In Study Schools, we focus on three learning dimensions

01



ACTIVITIES

Learning activities through a gamified, interactive approach. To create simulated learning.

02



TOOLS

Practical tools, techniques and approaches you can deploy as part of your journey in leadership

03



THEORY

Models, approaches and frameworks to anchor and apply learning.

STUDY SCHOOL 1

Stakeholder 2.0: Em(POWER)ing and Influencing as a Leader

PEAK 2.0/ RE-IMAGINE THE FUTURE

Theme: Impossible to Impact

Core Outcomes and this Study School



01



#1: Survive to Thrive

Pivoting from a state of “keeping up” to a state of “future proofing”. Supporting leaders to excel in complexity.

02



#2: Impossible to Impact

Reframing what is possible in SEC. Being bold and ambitious in our efforts to shape the energy future in KSA.

03



#3: Resolute to Execute

Driving excellence even when pressure is high.
Moving quickly. With Precision. And Impact.

EM(POWER)ING AND INFLUENCING AS A LEADER

Modular Format

Module 1:
Message to
Meaning

Module 2:
Communicate
for Impact

Module 3:
Leader Brand as
Influence Lever

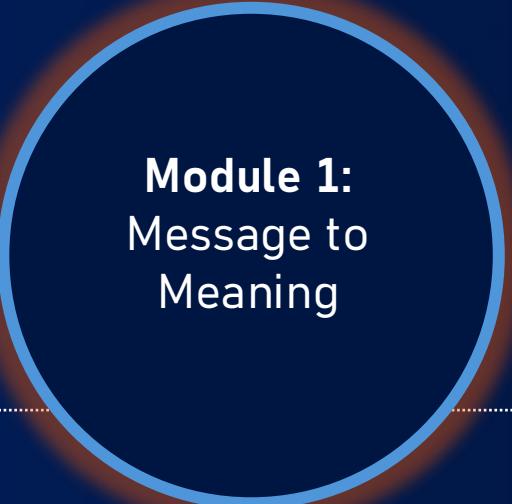
Making meaning through
our messaging as leaders.

Inspiring confidence in our
ideas and perspectives.

Stakeholder Engaging through
a clear leadership brand.

EM(POWER)ING AND INFLUENCING AS A LEADER

Modular Format



Module 1:
Message to
Meaning

Making meaning through
our messaging as leaders.



ACTIVITY

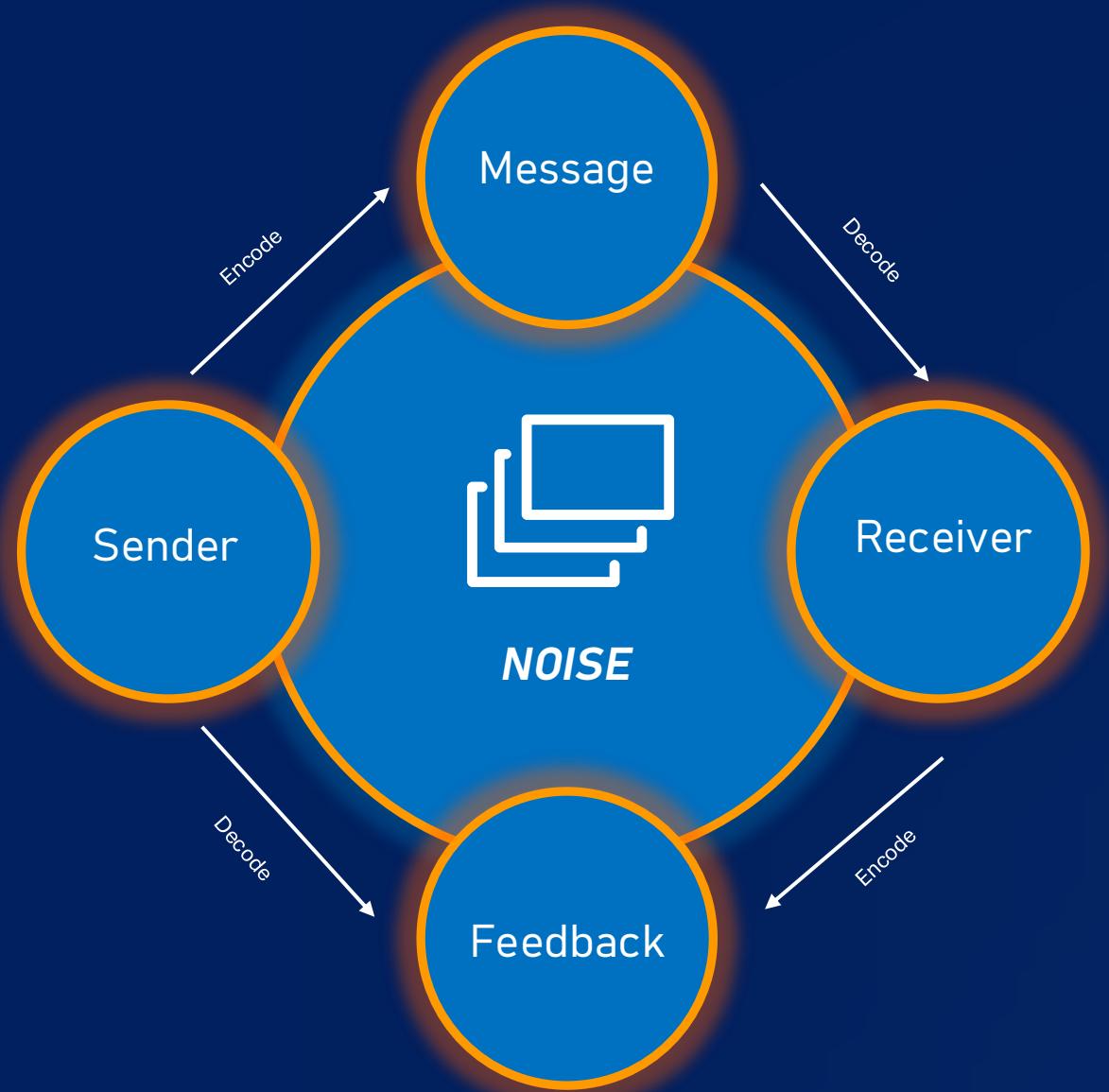
ICE-BREAKER ACTIVITY

It's difficult to **MAKE MEANING**



Your facilitator is going to “tap” a well-known song on a djembe drum. Let’s explore in the SEC ACCELERATE Team. CAN YOU:

- Guess the song?
- Is it difficult to make meaning of it?
- As leaders, we are in the business of **making meaning**



PEAK ACCELERATE, we cannot be leaders in secret.

Messaging is one of the most critical components of leadership we must master.

It is one of the simplest, at the same time most difficult things to do.

Without clear messaging, we cannot move people forward.

Strong messaging creates meaning, and meaning mobilizes direction.

You may have the best intentions – if you cannot make meaning through messaging; you cannot create shared value.

The problem is not with the sender. The problem is not with the receiver. The challenge is with the noise we often create, and the channels we choose to communicate through.



THEORY

BOLT MODEL OF MESSAGING

BOLT MODEL: MESSAGE FOR MEANING



BOLD

Challenge the status quo.
Invite your audience. To think **bigger**.



OPEN

Be positive.
Receptive.
You are here.
You want to connect.



LEAN

Less is more.
Keep it short.
Keep it focused.



TARGETED

Be specific
to your audience.
Understand them.

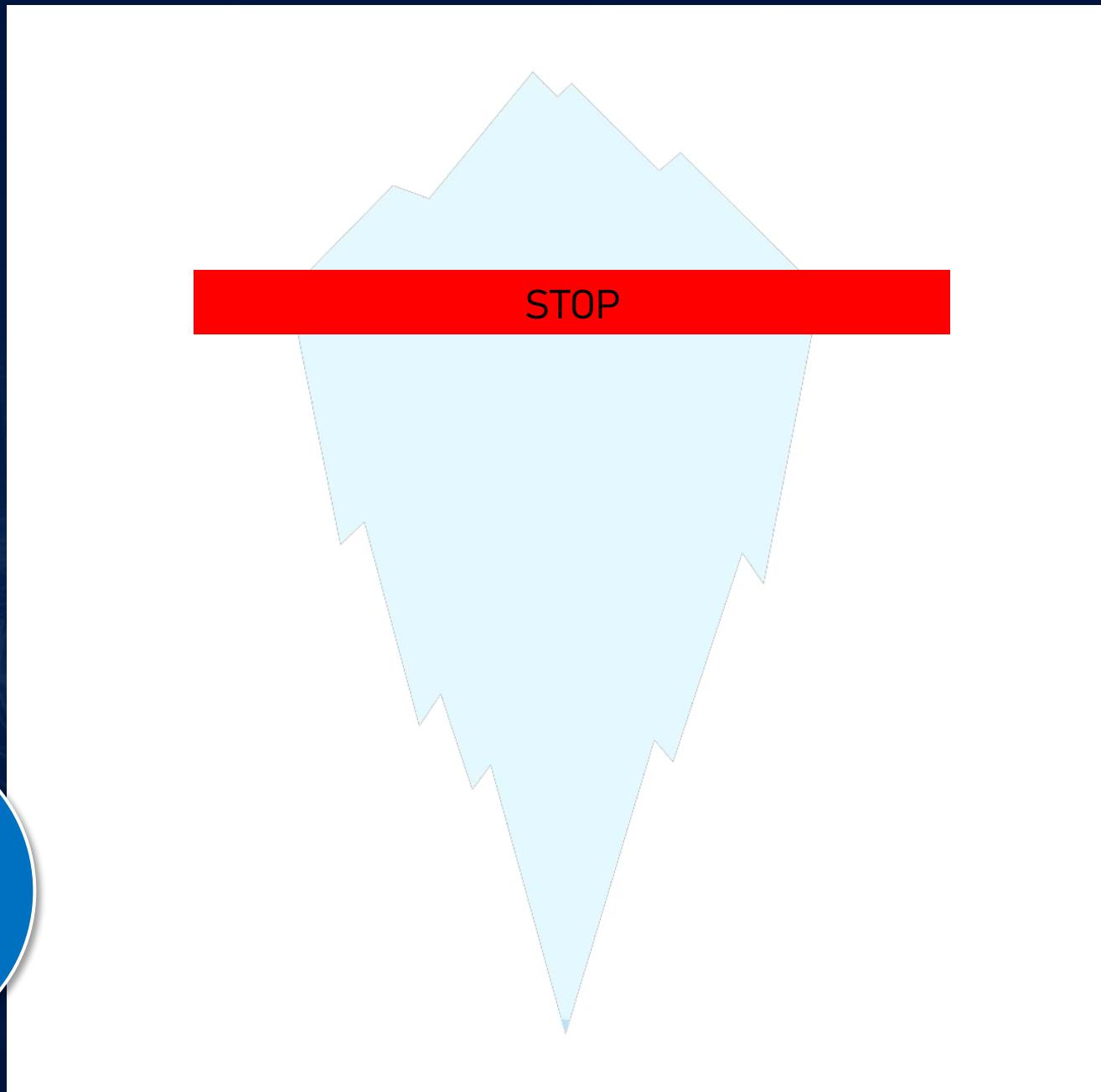
ACTIVITY

PEAK ACCELERATE Leaders: We need a few volunteers.

Brief: Tell your fellow SEC PEAK Colleagues about an idea you have for implementation in the business. An Idea to:

Support the SEC Transition from a Utility to an Integrated Energy Company.

You have only 90 seconds to do this. Look to apply the **BOLT** model.



BOLT MODEL: MESSAGE FOR MEANING

Guideline 1	B	Bold	<i>Did your colleague challenge you to think bigger? Did they put forward some thought-provoking ideas which moved you to think differently?</i>
Guideline 2	O	Open	<i>Was the tone of the message positive? Inviting and inspiring? Did you feel included?</i>
Guideline 3	L	Lean	<i>Was the message short and to the point? Clear and easy to understand?</i>
Guideline 4	T	Targeted	<i>Did the colleague consider the audience? Was the message tailored and pitched at the right level?</i>

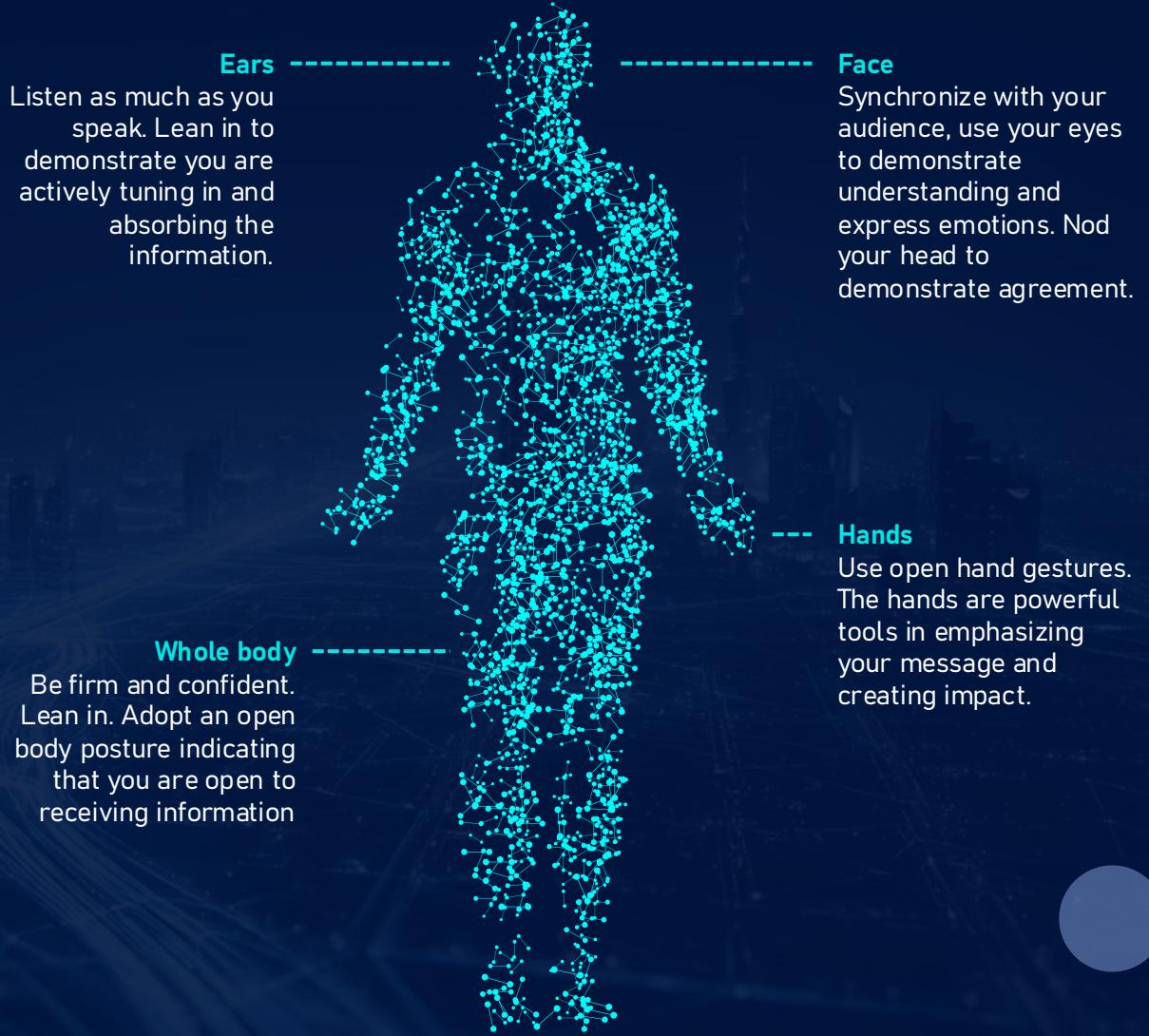


TOOL

THE BODY AS MESSAGING TOOL

THE BODY AS A TOOL FOR MESSAGING

When we communicate, we have to channel our own mental image of our message onto the receiver of our message. This is very difficult to do. Our bodies play an important role in our communication efforts. Research reveals that 55% of how our messages are received is dependent on non-verbal communication. In this regard, the body plays a crucial role. Scroll over the image below to explore how you can better use your body as a communication tool.



Think about an upcoming presentation that you need to deliver. How will you better use your body to communicate your message?

CONCLUDING: STORYTELLING

What is it all about?



Storytelling is the art of messaging in an **enticing, authentic and inspirational manner**. It helps us connect with our audience. It breaks down barriers and allow our audiences to connect with us on an emotional level.

Your facilitator will guide you in a fireside group conversation, discussing storytelling.

Consider "Messages that Stick" by Dan and Chip Heath

How can you apply their principles to storytelling?

BONUS RESOURCE: TOOL

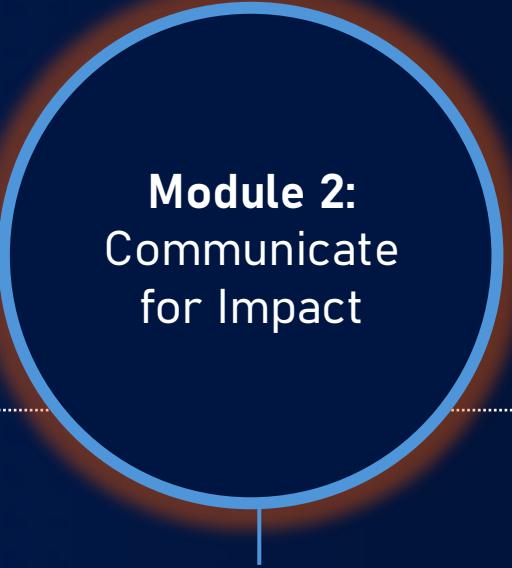


Psychologists, counsellors and coaches often make use of the well-known SOLER model. The principles contained in this framework offer compelling guidance for broader leadership messaging.



EM(POWER)ING AND INFLUENCING AS A LEADER

Modular Format



Module 2:
Communicate
for Impact

Inspiring confidence in our
ideas and perspectives.

GROUP CONVERSATION

Communicating with impact is one of the most important competencies professionals must demonstrate daily. Whether we build relationships, make a presentation to an important group of decision makers, or motivate our teams to do great things; we need to get our message across confidently and clearly.

Reflect on a time when you were inspired by a presentation or a public message.

- What behaviours did the person demonstrate?
- Why did their message resonate with you?
- Why did they connect so well with the audience?



THEORY

UNDERSTANDING COMMUNICATION CONTEXTS

COMMUNICATION CONTEXTS

Building Relationships

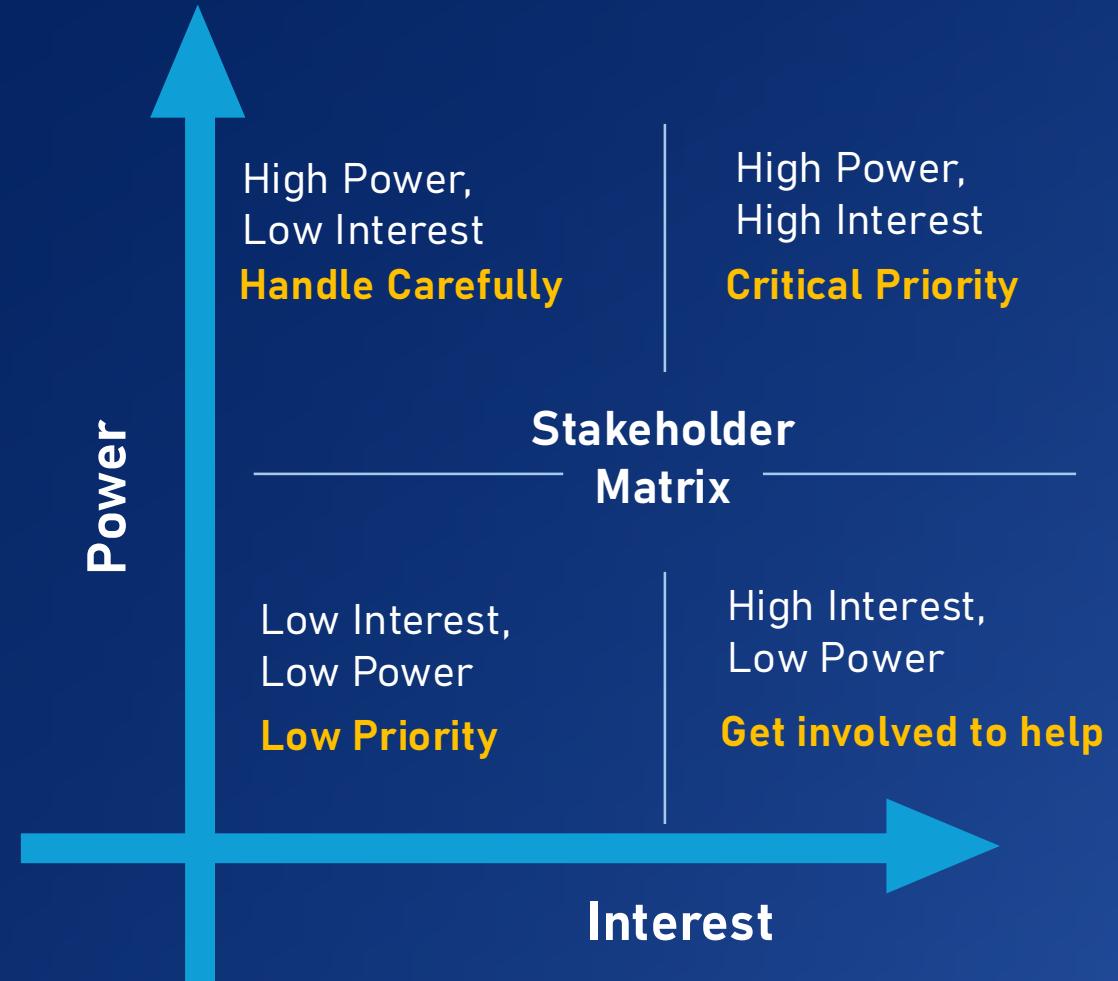




ACTIVITY

COMMUNICATING WITH DIFFERENT STAKEHOLDERS

You are the Manager of Cybersecurity at your organization. There has been a rise in cyberattacks after an installation of a new software module to the system by a contractor. It is causing system vulnerabilities. You have to communicate this to key stakeholders. Map the characters below. **(group exercise)**



Discuss: Who are the Key Stakeholders in the SEC Executive Eco-System? Can you group them?

COMMUNICATING WITH IMPACT



SEC PEAK ACCELERATE LEADERS, THINK ABOUT THIS:

- How important will communication be in the SEC you are building for the future?
- Who will be the key stakeholders you need to influence?
- How will you empower your teams to more effectively communicate?



THEORY

FRAMING EXECUTIVE PRESENCE

COMMUNICATING WITH IMPACT THROUGH THE 5C MODEL



Confidence

Lead with substance and authority to demonstrate control in different situations. Confidence has two elements – inward as it relates to feeling comfortable with your own capability, and outward as it relates to inspiring others to share this confidence.



Credibility

The authentic capability to solicit trust in your ability as a leader. It is about authentically articulating your value proposition as a leader.



Chemistry

The way an inspiring leader creates positive energy and direction in others – the “sparkle” contained in rewarding interactions with other people.



Connection

Building rapport through transparency and meaningful trust. Connection is about relationships and the “always on” connectivity you as leader must be able to facilitate.



Composure

The capability to demonstrate self-command, calmness and equilibrium in all scenarios; also and in particular during contexts of ambiguity, dynamism and complexity.

5C MODEL FOR EXECUTIVE PRESENCE



ACTIVITY

COMMUNICATING AND THE FUTURE OF SEC

CONSIDER THE 5-C MODEL OF EXECUTIVE PRESENCE

CRITICAL CONVERSATIONS

You are leading a special digital transformation project team in SEC. A specialist in your team, who has deep global experience in their domain, has missed various deadlines, is often absent from project sprint meetings and has failed to submit their required project inputs.

HOW WOULD YOU APPROACH THIS?



CONFIDENCE



CREDIBILITY



CHEMISTRY



CONNECTION



COMPOSURE

CONSIDER THE 5-C MODEL OF EXECUTIVE PRESENCE

NEGOTIATIONS

As part of the SEC Data Analytics Team, you must negotiate exclusivity with an innovative cloud solution provider from the United States. This company offers compelling predictive consumer tools and analytics, however refuses to host data in Kingdom, a key SEC requirement.

HOW WOULD YOU APPROACH THIS?



CONFIDENCE



CREDIBILITY



CHEMISTRY



CONNECTION



COMPOSURE

CONSIDER THE 5-C MODEL OF EXECUTIVE PRESENCE

PRESENTATIONS

You have been invited as a keynote speaker to the energy stream of the World Economic Forum in Davos. You will be representing SEC as a senior executive. Your mandate is to inspire global stakeholder confidence in the strategic direction of the company.

HOW WOULD YOU APPROACH THIS?



CONFIDENCE



CREDIBILITY



CHEMISTRY



CONNECTION



COMPOSURE

TOOLKIT: PLAYBOOK FOR VIRTUAL COMMUNICATION



Above is a playbook for best practice video calls. Hover your cursor over the principle to learn more and plan your next video call along these guidelines to ensure your message is brought across with gravitas and impact!

Acoustics

- Make sure your audio works well
- Does your room have sufficient acoustics (no background noise, no hollow sounds)?
- Is your volume adjusted correctly?

Hardware

- Make sure internet connection is stable and line speed optimal for full functionality
- Is the device you are using large enough to communicate effectively?
- Is your working station ergonomically designed (stable surface, proper chair, good lighting)?

Etiquette

- Are you professionally dressed for video calls?
- Do you follow best practice meeting protocols for your video call?
- Do you feel comfortable in your presentation of yourself over video?
- Be on time and pay attention

Presentation

- Important components of a video call:
- Body language and gestures on call
- Clarity of voice and using of resources
- Mute yourself when not speaking

Software

- Are you comfortable to use all the available features on your video calling software?
- Is the settings on your device optimally set for the software you are using?
- Are you using the correct internet browser?



THEORY

EQ, COMMUNICATION AND INFLUENCE

COMPONENTS OF EQ



Self Awareness

Knowing **what** we are feeling and **why** we are feeling it.



Self Management

Regulating and handling our emotions effectively



Empathy

Knowing and relating to what someone else is feeling

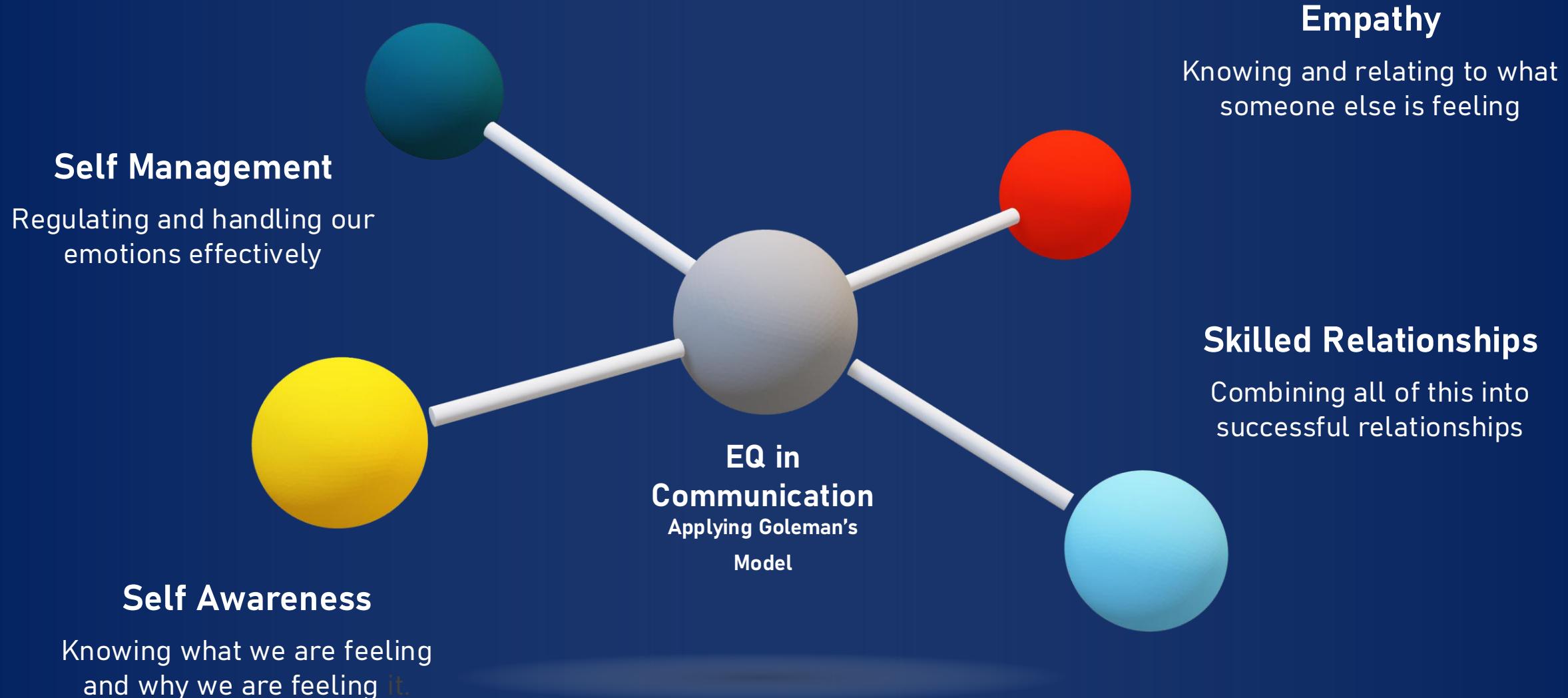


Skilled Relationships

Combining all of this into successful relationships

EQ in Communication

Think about a recent communication context you had





Self Awareness

Knowing what we are feeling and why we are feeling it.

What emotions did you bring into that communication context?

How did those emotions manifest?

How did this make you feel?

How did it impact your communication?



Self Management

Regulating and handling our emotions effectively

Describe your behaviors and actions in the communication

How could you have better managed your emotions in that communication scenario?

What did you do to control your emotions?

What actions did you take to regulate your behavior?

Empathy

Knowing and relating to what someone else is feeling

How did their position and reality impact you? If at all?

What were their key needs and wants from this communication?

How did you relate to the other person?

Did you consider their position? Did you place yourself “in their shoes”?



Skilled Relationships

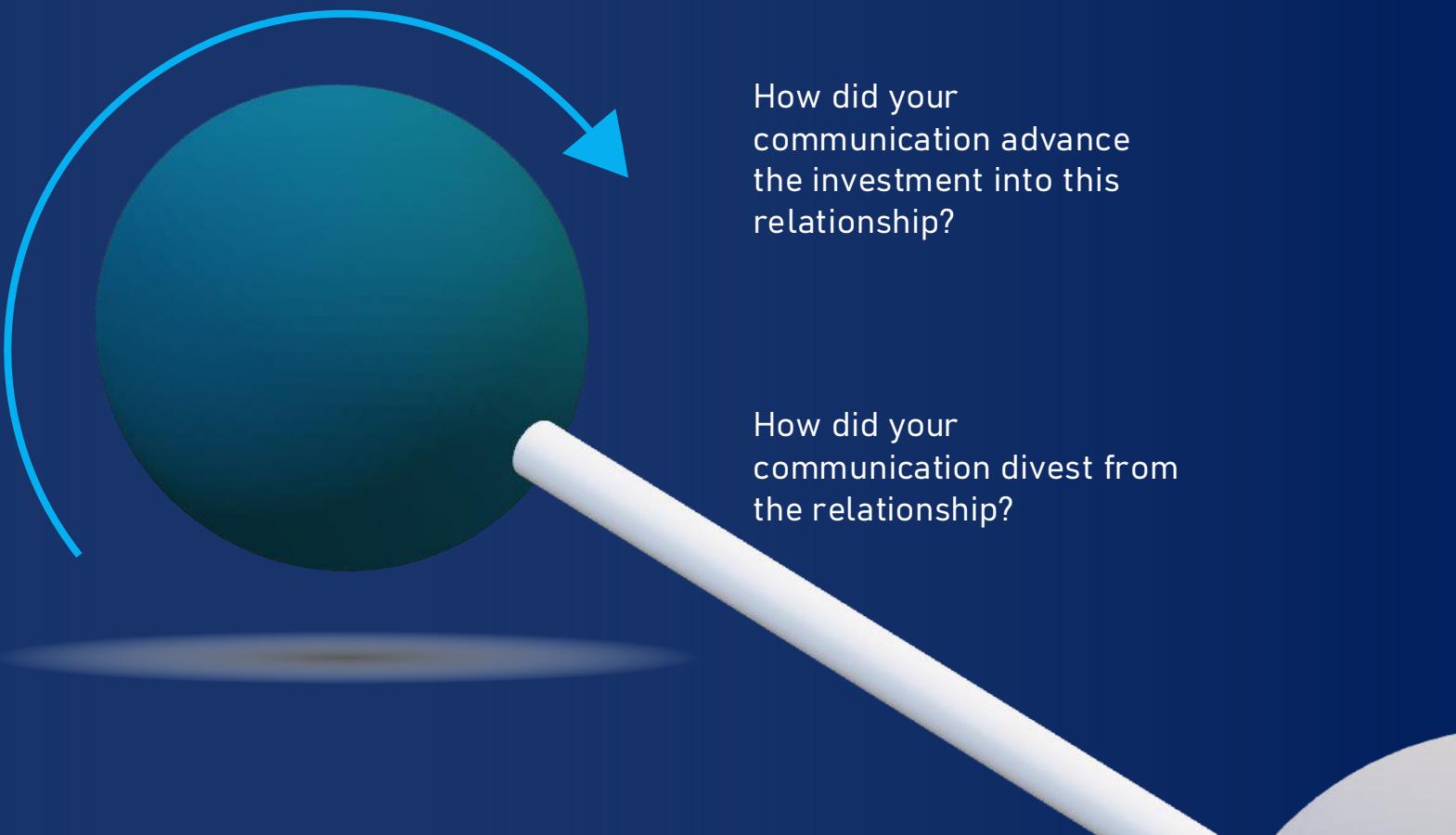
Combining all of this into
successful relationships

**What behaviors are key
when building
relationships?**

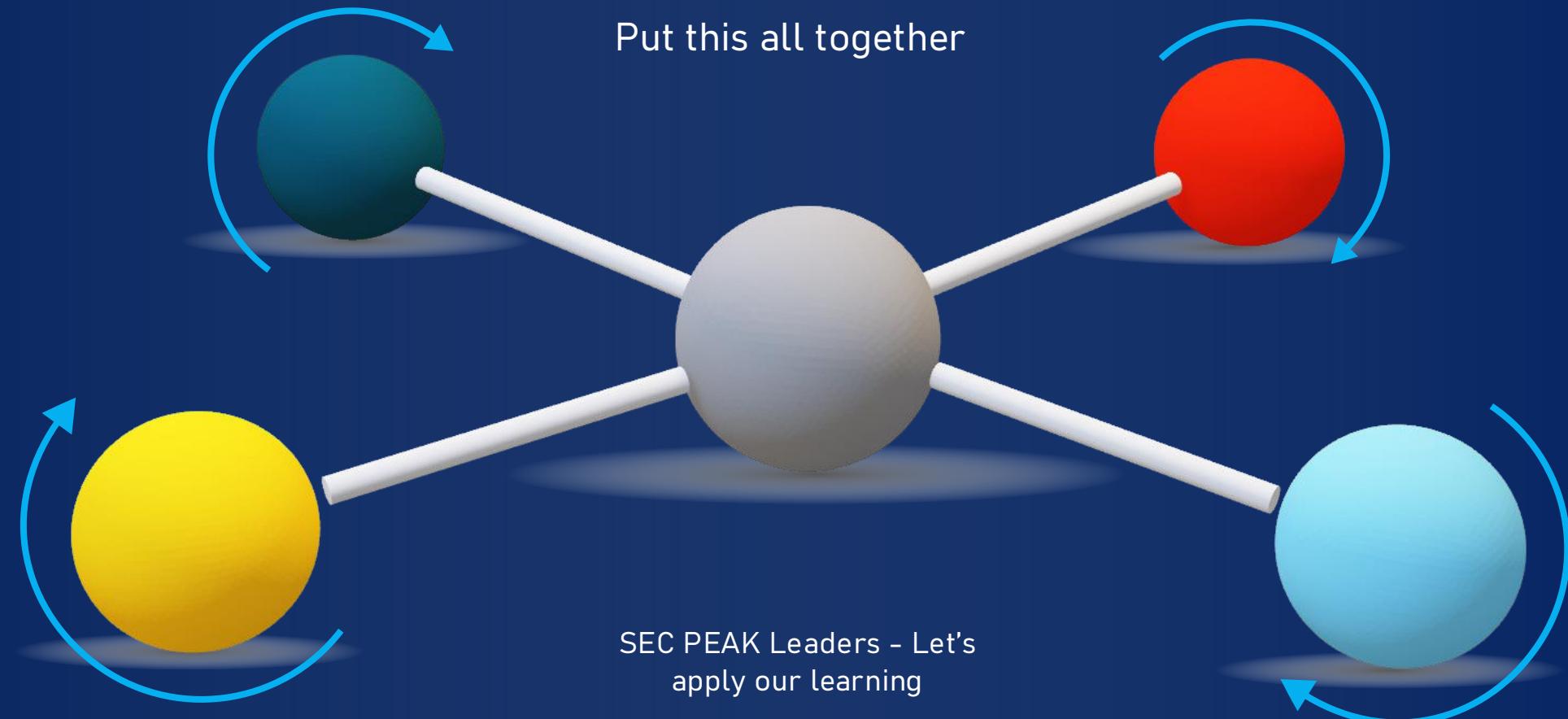
Was the relationship in a
better or worse state after
the communication?

How did your
communication advance
the investment into this
relationship?

How did your
communication divest from
the relationship?



EQ in Communication



BONUS CONTENT: EQ



Center for Creative Leadership

Your Challenges Our Solutions Insights & Research About Us

Home > Articles > Leading Effectively Articles > Emotional Intelligence and Leadership Effectiveness: Bringing Out the Best

LEADING EFFECTIVELY ARTICLE

Emotional Intelligence and Leadership Effectiveness: Bringing Out the Best



Published August 28, 2023
8 Minute Read
Download as PDF

Written by Shelley Thompson, PhD, ACC Senior Faculty, Societal Impact

Table of Contents
Leading With Emotional Intelligence

Emotional Intelligence and Leadership Effectiveness: What You Need to Know

WHY EMOTIONAL INTELLIGENCE IS IMPORTANT IN LEADERSHIP

+ TOPICS
+ COURSES

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03 APR 2019
Lauren Landry | Staff
Career Development, Leadership, Leadership Principles



BLOG

Using Emotional Intelligence to Improve Communication

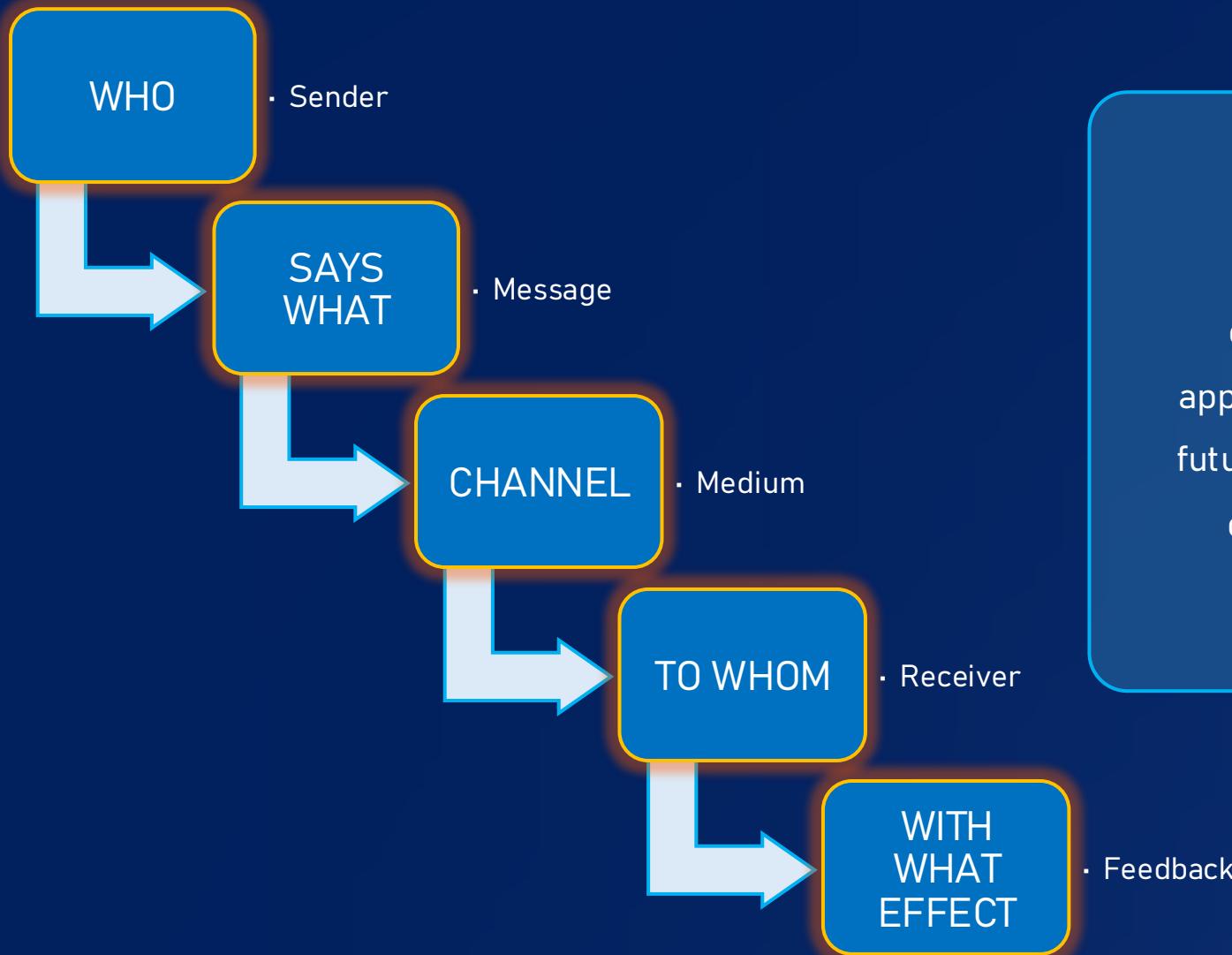
Emotional intelligence and communication don't always come together in the workplace. But when they do, leaders and their teams reap significant benefits. Learn strategies to develop high emotional intelligence and improve interpersonal communication.

Publish Date: January 4, 2024
Read Time: 4 min
Author: Michael Vodianov

SEC PEAK LEADERS:

The learning resources and articles here come highly recommended for additional reading and reflection. It talks to emotional intelligence (EQ) in leadership and communication contexts.

BONUS TOOL: LASSWELL'S MODEL FOR COMMUNICATION



SEC PEAK LEADERS:

Self-study Lasswell's model for communicating a vision. Explore its application to you as a leader shaping the future of this organization and use in your domains of the business for impact.

EM(POWER)ING AND INFLUENCING AS A LEADER

Modular Format



Module 3:
Leader Brand as
Influence Lever

Stakeholder Engaging through
a clear leadership brand.



Empowering and influencing
starts at the place
where you understand
YOUR LEADERSHIP BRAND

REFLECTING: WHAT IS YOUR LEADERSHIP BRAND?

Below are 10 of the world's leading brands with a list of adjectives and attributes describing that brand. **Can you think of the adjectives that describe you?**



Artificial intelligence leadership, human empowerment, future innovation

Energy sustainability, global market leader, economic enabler

Athletic Performance, winning, achievement, movement

New world of transport, planet sustainability, disruptor Bold exploration, disruptive engineering, mission-driven breakthrough

Entertainment, access to content



Customer experience, global community, comfort and lifestyle leadership

Happiness, family, refreshment, memories

High performance excellence, precision engineering, championship legacy

Community of fans, legacy, championship excellence

Creative influence, cultural connection, fast-moving digital community

CHARACTERISTICS OF A BRAND

IDENTIFY. AMPLIFY. **ACCELERATE**



Authentic



Unique



Purposeful



Clear

A brand is a collective description of the **functional and emotional** attributes of a person, product, service or offering.

For Leaders, it is crucial to think about how you **communicate this brand**

LEADERSHIP BRAND ROAD MAP

Communicate a brand STEP BY STEP

**Who**

Understanding who you are and what you represent

What

What is it that differentiates you, what makes you special

When

In which contexts do you find yourself expressing your brand most strongly?

Where

Where do you find your leadership brand most amplified?

Why

Why is your leadership brand unique? Why is it important to be you?

How

How do you articulate your brand, how do you bring it to the fore?

THE 5W 1H MODEL FOR LEADERSHIP BRAND



I'M LOVIN' IT

RED BULL GIVES YOU WINGS

IMPOSSIBLE IS NOTHING

BEAUTY AUTHORITY

HAVE A BREAK, HAVE A KITKAT



LEADERSHIP BRAND IN MOTION

PEAK SEC ACCELERATORS: Apply what you have learned on the PEAK Journey thus far and:



01



Step One

Select **one** of the SEC Strategic Drivers.

02



Step Two

Communicate to your peers how **your unique leadership brand** serves that driver.

03



Step Three

Invite Feedback. Ask your colleagues to provide you with trusted input and ask their questions. This is a safe environment.

Aligning With Strategy

Security of Supply and Reliability

Simulations to create awareness of global supply chain pressures, ensuring sustainable supply amidst growing demand in a high growth economy. Understanding own SEC function in the ambit of delivering higher reliability.

Operational Excellence and Safety

Exploring continuous improvement processes and approaches. Discussing the role of AI in driving utility efficiencies. Making safety “everyone’s business” in SEC. Running case studies for execution and mitigation of risk in a dynamic environment.

Environment, Social and Governance

Creating dialogue on global sustainability issues, net zero and carbon emissions awareness. Positioning SEC as a societal asset in the Kingdom and the broader GCC region. Focusing on governance issues in an evolving economic climate.

Financial Sustainability

Assessing and building commercial awareness across SEC Functions. Simulating scenarios for financial planning, resource allocation and marginality through growth and cost optimization. Deploying data-driven approaches to resource forecasting and alignment.

Localization and Local Content

A program designed for SEC by SEC. Directly aligned to corporate strategy drivers. Delivered by locally registered vendor. Exploring the balance – being globally relevant and locally excellent. Considering the total eco-system of SEC stakeholders (regulator, government, partners and vendors).

Customer Experience and Brand

Delivering simulations focused on transformative customer experiences. Shifting from back looking to forecasting and predicting future customer trends and patterns. Maturing the SEC employee experience (EX) as to attract top talent in the market.

Concluding on leadership brand: Perspective from the HBR

As we conclude on the topic of Communicating our Leadership Brands, let us reflect on this great resource – an article in the Harvard Business Review by Norm Smallwood (2010). It explains a clear roadmap to develop, implement and communicate our leadership brand. It comes as a highly recommended learning resource as part of the PEAK ACCELERATE program.



Leadership Development

Define Your Personal Leadership Brand in Five Steps

by Norm Smallwood

March 29, 2010

You probably already have a personal leadership brand. But do you have the right one?

The question is not trivial. A leadership brand conveys your identity and distinctiveness as a leader. It communicates the value you offer. If you have the wrong leadership brand for the position you have, or the position you want, then your work is not having the impact it could. A strong personal leadership brand allows all that's powerful and effective about your leadership to become known to your colleagues, enabling you to generate maximum value.

What's more, choosing a leadership brand can help give you focus. When you clearly identify what you want to be known for, it is easier to let go of the tasks and projects that do not let you deliver on that brand.

Concluding on leadership brand: Perspective from the HBR



What do I want to achieve? In the context of which stakeholders to this organization?

What results do you wish to achieve?



01

Are my unique leadership attributes and traits aligned to what is needed in this organization?

What do you wish to be known for?



02

How can I experiment with combinations in my leadership brand?
Am I independently innovative?
Deliberately collaborative?

What is your identity?



03

A “so that” connection between what you want to be known for (steps 2 and 3) and your desired result (step 1)

Construct and Test your brand statement



04

A brand is only as powerful as it is real and authentic. If you describe yourself as deliberately collaborative, do others experience that of you?

Make your brand identity real



05



BONUS TOOL

“THE TOOLBOX FOR TRUST”

TOOLBOX FOR TRUST

SEC PEAK Leader: Leverage your leadership brand to inspire trust, empower and influence



Communicate

C

Be consistent
Empower
Acknowledge

Reciprocate

R

Celebrate success
Be transparent
Have the difficult conversations

Delegate

D

Listen
Train
Provide autonomy

This model by Drs Michelle and Dennis Reina and curated by CCL, provides a compelling “3C” model to understand the dimensions of trust:



1) Trust of Character

There is an inherent faith that the other person will act consistently. Team members have each other's best interest in mind. Team members do what they say they will do. There is a mutual reliability and trust.



2) Trust of Communication

Team members can speak to each other openly, candidly and directly. People feel safe to admit to mistakes, and honest (sometimes difficult) conversations can be had



3) Trust of Capability

Team members leverage the skills of one another. They actively transfer capabilities. They teach and empower. They engage in collective decision making.

EM(POWER)ING AND INFLUENCING AS A LEADER

CONCLUSION

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Making meaning through
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EM(POWER)ING AND INFLUENCING AS A LEADER

CONCLUSION: REVISITING SELECTED PEAK SIMULATIONS

1

SIMULATION 1 PATHFINDER

Complexity Simulator focused on problem solving by navigating a range of curated riddles and clues in cube and technology format. Including an interactive AI Scenario Builder where participants must build on progress as they feed information into the machine on their responses.

3

SIMULATION 3 HOT SEAT

AI-Generated Contemporary News topics relevant to the utilities sector with response strategies generated in real-time. Individual, recorded presentation with pressure created through real time questioning and response. Exhibiting the competencies we associate with an SEC Leader of the Future.

7

SIMULATION 7 SEAL THE DEAL

Negotiation simulator in a dynamic setting in which facts and data inputs are shared in small team formats. Dynamic scenarios playing out requiring candidates to pivot their response in real time.

PATHFINDER

How do you message when ambiguity and complexity is high? Which components of communication become important in a **VUCA** environment?

HOT SEAT

As an executive, how do you project confidence through your leadership brand? How can you use your unique brand more to inspire?

SEAL THE DEAL

How do the elements of communication, influencing and empowering come together in dynamic environments, such as negotiation?

EM(POWER)ING AND INFLUENCING AS A LEADER

CONCLUSION: IMPACT STUDY SCHOOL 1 AND VALUES

1

We are One

An opportunity to innovate together, to build community in SEC, to shape culture.

2

We commit to Safety

A non-negotiable guiding culture that ensures the long-term sustainability of our enterprise.

3

We Strive for Excellence

In everything we do. We take accountability. We provide feedback. We drive.

4

We lead with purpose

Creating an SEC where we serve our customers, our people and our communities for prosperity.



OBJECTIVE OF THE SEC PEAK STUDY SCHOOLS

INVITATION // FUTURE

ACCELERATE Now. UNLOCK A NEW POSSIBLE



CHECK-OUT



SEC PEAK ACCELERATE LEADERS, REMEMBER TO:

- Engage with your digital learning content
- Participate in your coaching sessions
- Attend your study schools

SETTING A CLEAR MANDATE

PURPOSE: PEAK_2.0



Immersive Experience

Differentiable, luminating leadership immersion



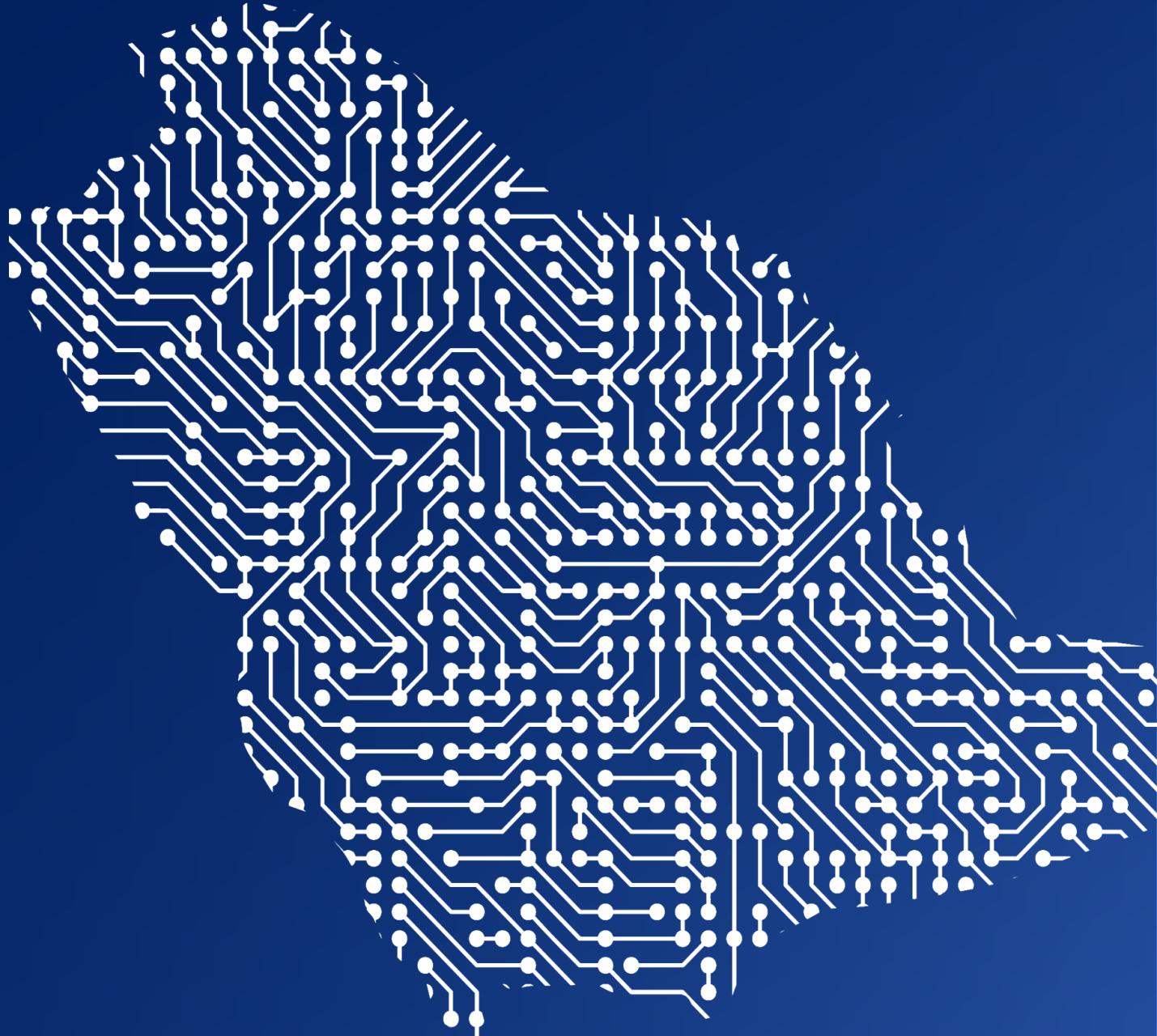
View on the Future

Chartering pathways to creating extraordinary value

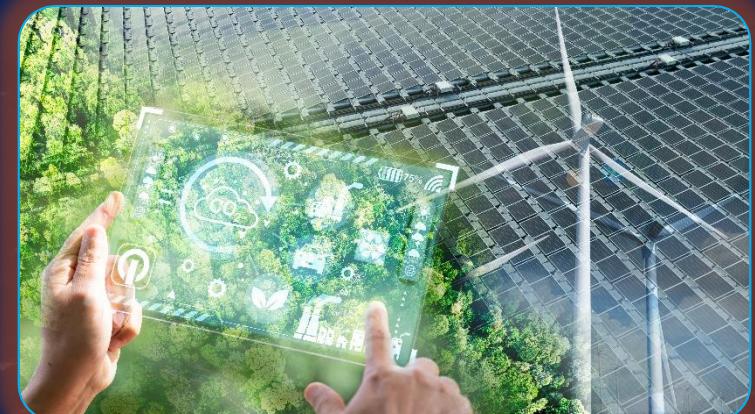


Sense of Community

Fostering fusion and idea sharing with colleagues and peers



LOOKING AHEAD



From the Kingdom. To the world/ PEAK 2.0_ACCELERATE

- Leveraging the experience of one of the world's leading universities
- Building on the reputation of an award-winning program – for SEC by SEC
- Revamping and delivering a compelling learning experience
- Refocusing on the global trends shaping utilities in 2025 and beyond

Program Delivery Partners



Re-Imagine the Future

Let's ACCELERATE