Maverick & Boutique

WE KNOW CHANGE BECAUSE WE CAUSE IT

The Zing Complex Adaptive
Meeting and Learning System

About Zing

The Zing complex adaptive learning and meeting system is used by clients in 29 countries around the world to help people and organizations thrive in a climate of increasingly complexity and accelerating change, for:

- **Consulting:** to create and make use of innovative learning, meeting, relating or decision making methods and to facilitate workshops and meetings of all kinds for clients.

- **Education:** to help young people develop the skills 21st century citizens will need, including the ability to converse with and relate to others, use critical thinking, design, decision making and research skills and facilitate any kind of meeting or learning activity.

- **Business and government:** to rapidly share and further develop collective knowledge, build trust, and strong relationships, and to integrate interests across the boundaries of organizations and their stakeholders. To quickly identify and deal with key issues, and develop distributed leadership capacity for activities such as innovation, strategy, market research and complex project management.

- **Economic and community development:** to work across the boundaries of business, education, government and community groups to build new models for community governance and leadership, to identify and leverage economic opportunity and to build capacity for new projects and programs.
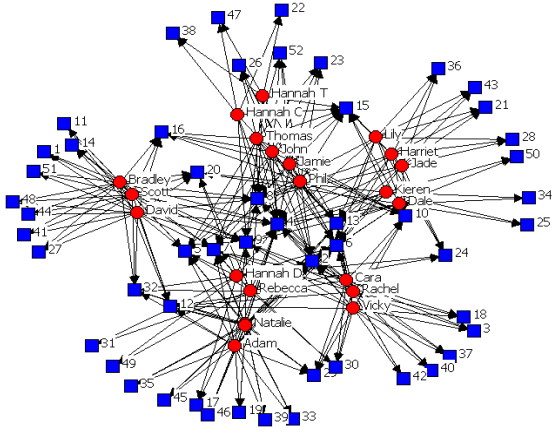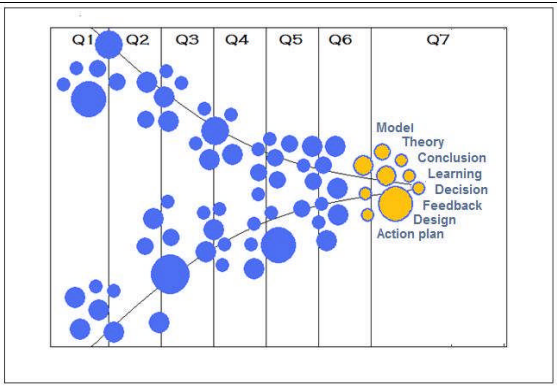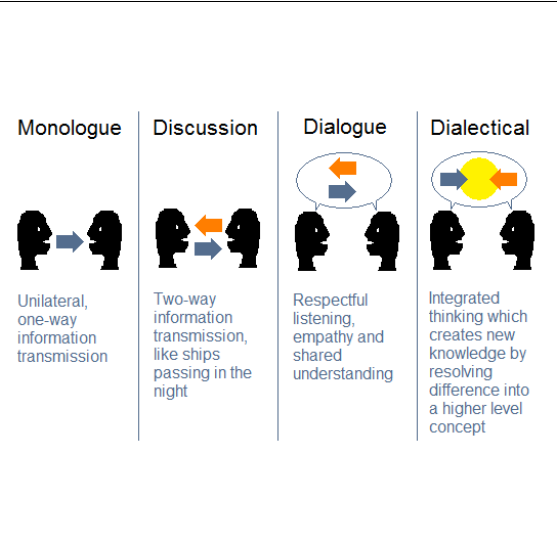
1. How Zing works

The Zing complex adaptive learning and meeting system integrates the following components:

- **A shared conceptual space**, provided by the software and the hardware, where all participants are able to share, simultaneously view and contribute ideas as they are created.

- **An environment for engaging in** dialogue that enables people to integrate their ideas and interests and create new, shared knowledge together using a talk-type-read-review etiquette.

- **Learning and decision methods** from leading thinkers and consultants that can be used by anyone after a few hours training.

- **A facilitation technique** that can be easily adopted by new users, including those with little or no previous facilitation experience.

Zing Interface: Individual contributions

Zing Interface: Group sharing and review

Business meeting

Economic development meeting

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The Zing system accelerates group development and knowledge creation so that new skills and knowledge are acquired simultaneously. At a critical point, the group "clicks" and starts to operate in unison as a highly productive and efficient team.

The Zing tool is a complex adaptive learning and meeting environment that facilitates the emergence of new knowledge across the boundaries of multiple mental models and professional disciplines. The new knowledge (model, decision, plan etc.) simply emerges. The image shows five clusters of people (red dots) reaching agreement (blue dots in the centre of the image) despite their different world views.	
Sequences of 3-10 rich open ended questions can be used to capture many different kinds of thinking, learning and decision making process and make them available for routine use by managers/leaders as part of their daily way of working.	
The facilitation technique used by Zing facilitators includes a discourse method known as dialectical discourse (dialogue plus) that purposefully sets out to integrate all opinions and ideas into higher level ideas that embrace and include lower level ideas. Participants discuss each question in pairs, then type and share their ideas with all others, read aloud and acknowledge the ideas, then make sense of the contributions by identifying the patterns that form new models, decisions, concepts, decisions or insights.	

2. Software and hardware options:

Zing is available in the following formats:

- **Portable wireless system:** The Zing USB wireless portable system is easily set up to facilitate meetings and learning activities. It is available in 4, 8, 12 and 16 keyboard kits. Each kit has a set of wireless keyboard, wireless receivers and USB hubs. Up to 12 keyboards can be connected. The keyboards have a range of 10 meters.

- **Internet/Intranet:** Zing is also designed for standard meetings of 4, 8, 12 or 16 people over the Internet or across an Intranet. All participants see everyone's ideas in real-time, keystroke-by-keystroke.

4. Applications

There are many applications for Zing including:

- Advertising campaigns
- Business planning
- Business process re-engineering
- Change management/organization transformation
- Community development and stakeholder engagement
- Creativity and innovation
- Crisis management
- Environmental strategy and planning
- Futures and scenario planning
- Human resource development activities including leadership, teamwork and team building.
- Market research and focus groups
- Marketing and product development
- Project management
- Public relations campaigns
- Quality, six-sigma
- Specific methods such as de Bono methods, NLP
- Strategy development

- University and school education and training
- Visioning
- Workshops, seminars and retreats

5. Knowledge creating classroom models

Zing is used in schools and university education to create a knowledge creating classroom in which students learn facilitation (leadership), thinking, interaction and pedagogical design skills all at the same time.

Students learn how to ask rich questions high up in Blooms taxonomy, to be a leader or facilitator of teams, to manage and organize projects, to conduct experiments, make sense of data and turn it into knowledge and to be instructional designers. Students learn how to find interesting resources such as images, simulations and models on the Internet and turn them into learning opportunities. They also learn many of the skills expected of a teacher-facilitator, which will stand them in good stead in a rapidly complex and changing world where interaction skills are at a premium.

School classrooms use Zing in four different configurations:

- **Teacher centered:** Students in groups of 3-4 each share a wireless keyboard connected to the teacher's laptop computer. The image is displayed on an electronic white board, which allows access to Internet resources and other materials. The teacher asks a series of questions that take the students on a thinking/learning journey from what they know (tacit knowledge) to what they want to learn. At the end of the session, students can have a copy of their discussion.

- **Student centered:** Students in groups of 5-6 each share a laptop computer that has five low-cost wired keyboards attached. The students respond to a set of prepared questions, provided by their teacher or included on the software title or they create their own. They discuss each question, record their opinions, and make sense of what they have contributed. Students quickly learn how to design their own question sequences and find resources to act as a stimulus or provocation.

- **Project cycle:** The classroom is set up as the stages in a problem solving/planning-production-feedback-learning cycle. Zing is an important part of the cycle and can be used for three of the stages - theory building, project planning and feedback. If this approach is adopted in a school, then only one laptop and 4-5 keyboards are required per classroom.

- **Network:** This approach involves small groups of students working in groups using a network of laptops or netbooks. Students learn how to orchestrate/co-

ordinate the activities of other students in this environment. This approach requires a higher level of student skill and teacher competence.

6. Titles on the Zing platform

Zing creates group decision and knowledge creation titles for many of the consultants in the network. These include:

BizKit: From M&M Consulting, we offer a business renewal program including business process innovation. It is a complete toolkit of methods and resources for people trying to improve their organizations quickly and easily. It includes methods for improving processes, procedures and practices - continuous improvement for incremental process change, business process re-engineering for radical process change, team development to help teams work together, project planning to implement effective change and business planning for new strategies and models. See www.bizkits.biz.

Communities of the Future: A program to help develop the capacity in small communities so they may return to economic viability in the face of rapid societal and technological change.

Dreams, Memes & Themes: This is our main business title. The program comprises a suite 50 workshops that anyone can facilitate after just a few hours training. Work together in teams, solve complex problems, evaluate and minimize risks, craft strategy, invent new products and services, improve processes, make decisions, prepare plans and get feedback. It allows organizations to involve everyone in decision making, get feedback faster from the marketplace, partner with customers and suppliers, rapidly transform business processes, stimulate creativity, drive innovation faster and painlessly build consensus across the divisional boundaries or disciplines.

Free the Genie: For Idea Champions, New York, 55 x 15-minute meetings to kick start innovation and creativity.

Getting to the Point: From leading US innovation consultant Carol Kobza, this program helps organizations identify the emotional benefit in their product and service offerings and enhance their product features, product range and complements.

Improv+zing: Integrating improvisation with higher-level thinking. In collaboration with the East Side Institute, New York.

MBA in a Day: A program to make it easy for non-business executives to understand and make use of business methods.

Positive Matrix: Published on behalf of LIT Global, New York, this offers an appreciative inquiry approach to organization management and change.

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What the? : Methods based on complexity theory to help organizations develop the mindsets and experience based to deal with any kind of crisis or opportunity that might emerge.

Secret Women's Business: A program designed for fun girl's nights out. This program was designed for multi-level marketing for products of interest to women.

Some of the educational titles on the Zing platform include

Learning in Teams: This is our main teacher professional development program. It contains model workshops/learning activities based on rich-guided discovery questions sequences. There are 25 basic designs in 12 key learning areas. Teac hers teach students how to create and facilitate their own learning activities.

Cannected: for the Community Action Network, UK, 12 workshops for community renewal. CANNECTED is a suite of 10 workshops and 46 activities for community regeneration and capacity building through networking, collaboration and innovation. The program offers creative ways to put learning at the heart of a community, develop integrated partnerships with business, government and between groups and promote skill formation and enterprise creation. CANNECTED builds upon the CAN Academy experience in the United Kingdom and similar experiments in Scotland and Australia that have placed schools at the centre of community revitalization.

Children Matter: This suite of meetings is designed to help multi-agency professionals successfully implement the government's Every Child Matters initiative in the United Kingdom. The templates for five community workshops have been designed to help multi-agency staff tap into the knowledge and resources of community groups, develop a rich understanding of issues and generate ideas and proposals for implementation.

Generating Genius: From Accelerated Knowledge Creation, Australia. This is a suite of 20 workshops that unlock the imagination and creative thinking of students and teachers and tap into our passions. The program has been developed by leading Australia educator Di Fleming to discover the genius in every young person, to practice the ways of learning that fosters rich creative thinking and unfettered productivity. Young people discover the secrets behind the genius of Einstein, Leonardo daVinci and Edison. They become immersed in the world of the genius, experience the way geniuses think and the connections they make, rehearse the role of the expert facilitators and leaders of change, create and play with galleries of ideas, craft and facilitate their own "edutainments", develop unique combinations and explore their consequences, create ever better prototypes, imagine and create new physical and virtual worlds in which to play, develop skills in becoming passionate about ideas, things and relationships, create and manipulate mental models, capitalize on learning opportunities as they arise, and do it again, that is, repeat the thinking through the same or different mediums. See www.generatinggenius.org.

Insight: For the Centre for British Teachers, UK, workshops to reinvent schools in the 21st Century.

Knowing Knowledge: 60 workshops for the International Baccalaureate Theory of Knowledge Course that makes it more accessible for students.

Philosophical Journey: Who am I and where do I belong in the Universe? From Professor Sean O'Connor, USA.

Relating Well: 100 self-facilitated meetings for students aged 7-16 to explore the rules of dating, deal with bullying and racism and make the transition to adulthood.
Researching Well: From Dr. Robert Fitzgerald, Australia. Forty workshops to learn how to be a researcher by collaborating with others.

Working Wisely: From Dr. Linda Newman, Australia, Working wisely is a professional development program based on ethics for early childhood educators or staff. The program helps staff make decisions about the many complex issues we face every day in our interactions with children, families, colleagues and the public. Participants learn how to consider the interplay between the law, organization guidelines, professional codes of ethics and conduct, local staff rules and personal moral positions.

Working Well: From Dr. June Slee, New Zealand. A series of workshops designed for young people learning to adapt to the world of work.

7. Zing case studies

Examples of Zing in business and government:

AMP: One of Australia's largest financial services organizations have several Zing systems that are used for strategy development, innovation, risk assessment and customer IT requirements.

Aramco: The company acquired two Zing systems for Future Centers in Saudi Arabia, to underpin innovation activities.

Arizona State University: Zing is currently partnering with the Gaming Department to create multiplayer Flash gaming software to make it possible for anyone to create games without prior programming experience

Australian Defense Force Academy: The company has partnered with this division of the University of New South Wales to create new group decision tools and games.

Boeing: Zing partnered with Boeing and the Centre for Distributed Systems to further develop a set of voting tools for an early network version of Zing and to support the development of the contract specifications for a major defense contract.

Centre for Competitiveness: Located in Belfast, Northern Ireland, C4C uses Zing to conduct innovation development programs with mainly small business.

Centrelink: In the late 1990s, Centrelink, which delivers social services programs, acquired seven systems to support an organization wide process improvement program.

Chevron oil: The company conducts an innovation program around the world, engaging staff in small groups to populate an ideas database. The most promising ideas are converted into projects/programs.

Citywide change: The tool is widely used around the world by local government to conduct community meetings that result in new business opportunities and community programs. In Australia alone, over 20 cities and regional councils have used the tool for large-scale citywide change programs.

Defense: The Australian defense forces have 24 team meeting systems. The systems are used in the Army, Navy, Air Force and Defense Sciences for classified decision rooms that focus on strategy development, joint operations, war gaming and training.

Hallmark Cards: The company uses Zing systems to develop and expand upon new business opportunities.

Mars: In Australia, Mars makes candies and dog food and uses Zing to support product and process innovation.

McKinsey: An organization change method developed in Sydney, Australia has been distributed around the world to their consultants in North and South America, Europe and Asia.

Penrith Council: A pilot project in 1995 that used an ethical approach to professional development of early childhood workers was extended to the entire 30 centers. This research project has led to the development of the ethical dialectical discourse for solving wicked or complex problems and ethical dilemmas.

Singapore Defense Sciences Organization: This organization employs Zing tools to develop new military applications that deal with threats from terrorist groups.

Southern District Health: In Melbourne Australia, Zing is used by a regional health authority to engage staff in the development of improved practices.

Examples of Zing in higher education:

Arhus University: This Danish university has embarked on a community development project involving 15 Zing systems. The program has been spearheaded by a business innovation centre at the university in association with consultants, Gemba Innovation.

Central Queensland University: The education and business faculties use Zing for research and in teaching. The university has also hosted our conference, Wisdom Age Tools for 21st Century Minds

Defense Acquisition University: Six Zing systems are being used in Mission Assistance and Outreach for project management in the Department of Defense.

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James Cook University and the University of Technology: These two universities located in Cairns and Sydney, respectively, use Zing to help tourism villages become more successful.

Mexico: Several Mexican universities including ITESM use Zing on-line via a software as a service arrangement hosted in Phoenix, Arizona, USA.

Riga Technical University: This Latvian university uses Zing to teach English to engineering and project management students.

Salford University: This university located in Manchester, UK, is one of several European Future Centers that use Zing as part of their engagement with community and business leaders. Salford is focused on town planning.

The Aspire Centre at Canberra University: This project is headed up by Professor Robert Fitzgerald and has several Zing systems for teacher professional development. The Education faculty under the leadership of Professor Catherine Moyle uses the tool for student learning and research.

UBS University: The university uses Zing in Stamford, USA, London, UK and Zurich, Switzerland in their leadership and professional development programs for banking sector staff.

University of Newcastle: Professor Linda Newman uses the tool to undertake research into ethical dialectical discourse, and to deliver teacher professional development programs to early childhood teachers in Australia and Chile (in Spanish).

University of Wollongong: Professor Helen Hasan of the school of Economics uses the tool for conducting research into information management systems, activity theory, technology usability and teamwork/leadership studies with the military.

Examples of Zing in roundtables:

The Health Roundtable: This not-for-profit voluntary membership organization of 100 Australian and New Zealand hospitals promotes innovation in the health sector. Some 30-40 Roundtables, held each year on a wide variety of topics, are attended by diverse range of staff from different departments and disciplines on each occasion. Participants review Casemix data and share their best practices experiences using the Zing complex adaptive learning environment. See: http://www.healthroundtable.org

The International Centre for Complex Project Management (ICCPM): We are facilitating a series of roundtables for ICCPM, involving the major defense contractors and government agencies (e.g. Raytheon, Thales, NASA, Boeing, Rolls, Royce, Lockheed Martin). The task is to harness the collective brainpower of the military and suppliers on three continents in order to understand how to better manage complex projects in an uncertain, ambiguous and rapidly changing world. See: http://www.iccpm.com

Rapid Prototyping, Development and Evaluation (RPDE): This is a co-operative think tank comprising defense, industry and academia, which uses several

Zing complex adaptive learning environments for roundtables to develop innovative defense capability solutions. See: http://www.rpde.org.au

8. The software

The software is designed for use in both the face-to-face and on-line environments of combinations of both.

Face-to-face version:

The face-to-face version converts a single computer into a team meeting system. The computer is connected to a large display. Every keyboard is connected to a space on the screen so that all the participants can see their own contributions as well as the contributions of all the other participants, simultaneously, keystroke-by-keystroke. This opens up many additional channels of communication and allows ideas to spread rapidly throughout the group.

A facilitator manages the software. The team members follow the facilitator's instructions. The facilitator types in an issue, loads a standard template containing a thinking or decision method and begins. The software presents questions or issues in a logical sequence. People type their ideas in their own "playspace" and send them to the teamspace where they collect ready for further discussion. Facilitators can also craft their own set of questions, change the order, save them as a template and re-use the template, making improvements to the process.

The features of the software include:

- **Multiple playspaces:** The software has 12 playspaces as the default. The software allows up 24 keyboards to be connected simultaneously.

- **Click to discuss:** Just click on any idea and it becomes your next agenda item. All the ideas people then contribute are linked to that idea.

- **Attachments:** Any document, image, Internet site can be attached to an agenda item and presented at the appropriate time.

- **Themes:** Ask the team to make sense of the ideas on the screen, and then capture the common themes.

- **Interventions:** The team is presented with instructions to challenge or extend their thinking.

- **Automatic save:** All your ideas are saved even if you forget.

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- **Navigation aids:** trace the flow of ideas up to eight layers deep. Every idea that has attachments is marked highlighted according to whether ideas, images or web sites are attached.

- **Agenda Creator:** Facilitators and easily create and save new question sequence for new meeting methods.

- **Timer:** Zing has a timer to step the team through the Talk-Type-Read-Review etiquette.

- **Reports:** You can print or export the entire session in HTML or Word.

Internet/Intranet version:

This version allows participants to host a meeting on-line. The facilitator simply connects to the Internet and clicks the Host Meeting button, types the name of the meeting and automatically connect to a pre-assigned server. She types the name of the topic, and then loads the meeting method. The participants click on the "join meeting" button, find the meeting name, and joins. Everyone types his or her ideas and see instantly what everyone is saying, keystroke-by-keystroke. The facilitator can send off-line messages via the Chattabox. The facilitator can send messages to everyone suggestions; such as Last Ideas Please or What are the key ideas everyone? Everyone has an automatic copy of the meeting. Everyone can immediately the meeting is over print his or her own report.

In the Internet environment the system can be used for:

- **Facilitated workshops:** As a consultant you can work from home, and your client team can be anywhere in the world. Use many kinds of learning or decision methods.

- **Training:** Undertake training for staff located in remote places. Attach images, slides, check lists and other learning materials.

- **Work teams:** Either team-to-team, or where everyone works in a different location. People can meet either in groups using keyboards, or join via their personal computer. Share documents. Follow the same thinking or decision process.

- **Visitors to events:** Bring a visitor into your meeting or event via our Internet browser version. The keynote or distant traveler can connect to your meeting, contribute in real time and see everything you see.

- **Face-to-face groups with laptops:** Use for school classrooms, business school syndicates, and board and staff meetings. Everyone can join via wireless connected laptops. Anyone can be the facilitator.

Features of the Internet version include:

- A structured decision and learning environment
- Up to 96 simultaneous participants with standard set-ups for 4, 8, 12 and 16 participants
- Download of a copy of the software via a browser
- Simultaneous view of all participant's ideas keystroke-by- keystroke
- On-line meetings are organized by sole facilitator control, timer and etiquette.
- Set-up meetings in advance or add new topics and agenda during a session.
- Automatic meeting upload and download for participants of images and documents
- Offline working with local MUX keyboard clients
- Optimized GUI for team and individual view
- One click online logon or disconnect procedure
- Reconnection at any time; immediate download of entire session transcript and attachments
- Includes a standard suite of business meetings and school learning activities
- Can attach URLs, pictures and files to ideas during a meeting for immediate review by others
- Save sessions locally for offline review
- Integrated Printing Engine exports and prints in HTML and Word
- Multiple layers and views of links between topics, agenda and postings
- Navigation system showing visual links between postings
- Secret and public mode working
- Automatically adds playspaces for additional participants
- Asynchronous Server to serve ideas/attachments everyone who joins when they join
- Sessions Template Editor - attach images, documents, web addresses for reusable meeting methods
- Thumbnails of attached images clickable by participants to enable full view
- Attachments and web links clickable by participants

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Features of the voting system:

Zing has six voting methods. Each keyboard or computer connected to the system gets a vote. You can save a vote for use later or revote.

- Yes-No: Drag an idea from the teamspace, or type a question and click the Save Vote button... Everyone can type 1 for Yes, 2 or No or 3 for Abstain. Click the Result button to calculate and display a result. Both the count and a bar chart.

- X-Y: Brainstorm a list of events that are risks. Drag a risk into the X-Y tool and click the Save button to begin. Everyone can type two numbers between 0 and 10 to indicate the probability (X-axis) and the impact (Y-axis). The results appear dynamically on the display. Click on the Result button for the mean, standard deviation and range that is displayed numerically and graphically.

- Rank: Drag a list of ideas into the Candidates pane and click on the Save Vote button. Using the up and down arrow keys, cursor up and down to type in one number for each candidate, 2,3,4,5,5 etc....The lowest number is the highest rank. Click on the Display button to see the result in a bar chart and count.

- Weight: Select and drag ideas into the Candidates pane and click on the Save Vote button. Use the Up and Down arrow keys to cursor up and down. Allocate 10 points between the candidates, for example 5,0,0,1,3,1. The personal voting box turns red if a person makes a mistake. Click the Display button to see the result

- Scale: Create your own market research questions or use one of the templates with frequently used scale votes, such as Acceptance, Feelings, Importance, Preference, Quality and Likert. When you choose the Scale vote the template editor opens automatically and allows you to choose a set of questions or attributes.

- Vote List: After you create a set of questions, save the set and use them over and over again. Simply save the meeting and copy the meeting to a new name.

9. Training

The two-day basic facilitator training program is an introduction to the facilitation method that can be universally applied to a wide range of meeting processes. At the end of the training, participants have sufficient skills to facilitate an electronic meeting.

Training Day One:

On the first day, participants are introduced to the Zing system and learn/practice basic facilitation methods. Activities include:

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- Training Introduction

- Demonstration Meeting

- Basic Software Skills

- Facilitator Script

- Create a Session Template

- Set-up & Troubleshooting

- File management

Training Day Two:

On the second day, participants will apply their learning in a more advanced and context-specific way including:

- Theory and rules of question sequence crafting

- Identifying potential activities/uses for Zing

- Question crafting practice

- Meeting and learning process design

- Meeting and learning process improvement

- Research and data collection

10. Other benefits of the Zing system

The Zing system also offers significant advantages over other meeting and group decision support tools when used as a team meeting rather than a knowledge creation system.

Zing makes it possible for everyone in an organization to be routinely involved in decision-making and learning activities. The performance gains it delivers include:

- **Shortens time from decision to action:** Reports are generated during the meeting and are available on E-mail or paper immediately. This reduces the lag between decision and implementation.

- **Improved teamwork:** There is a growing body of evidence that when people use a team meeting system, they cease to be a group and start to form as a team. They then enjoy the higher performance, clear focus and close co-ordination that comes from communality.

- **Repeatability of processes:** The in-built meeting processes in a team meeting system ensure that low-level teams are able to routinely undertake high-level decision-making. Organizations can more effectively use facilitators and team leaders with low or moderate interpersonal skills. The team meeting system keeps meetings on track and helps deal with relationships issues.

- **Action outcome:** All meetings lead to action and reduce uncertainty about the task. The team meeting system improves the focus on task at hand.

- **Just-in-time learning:** Learning can be carried out by the team on-line. Team members can interact with a remote facilitator from their desktop, reducing travel, and making the learning relevant to the organization or team issue.

- **Interests integration:** Effectively brings stakeholder groups together to integrate multiple interests and world views, to create new solutions/plans of action that are owned by the whole group.

- **Increased creativity:** The system helps staff take a longer term and more customer focused view of the world. The system helps people canvass more options and easily examine issues from their own and other stakeholders' points of view.

- **Increased flexibility:** The system helps people work out how to use the organization's resources more efficiently and redeploy them with less resistance.

- **More effective meetings:** Meetings are becoming the most significant avoidable cost to organizations. The accelerating rate of technological and societal change and systems or task complexity is placing greater demands on managers, supervisors and staff. It is causing them to meet more often.

The top 10 problems that people have with meetings are:

1. 20% of the people do 80% of the talking.
2. People will not say what they think for fear of reprisals.
3. There are too many meetings, held too often.
4. The minutes do not reflect what people said.
5. People leave meetings with a conflicting understanding of what was discussed.
6. No or few decisions are made.
7. Important information is not available or overlooked in making decisions.
8. Groups made decisions and are over-ruled by managers.
9. Meetings lack focus.

10. Meetings take too long.

Zing enables people to realize huge productivity gains from meetings by generating more and better ideas faster, reaching consensus/integrating ideas and creating action plans more efficiently and effectively.

11. Blogs

Our blogs can be used as resources for our facilitator community. They include:

The Maverick and Boutique blog discusses leadership and transformational change.

www.maverickandboutique.blogspot.com

The Zing showcase blog presents stories and case studies of the ways network members have used Zing in their work.

www.zingshowcase.blogspot.com

The Interactivity Theory blog explores patterns to human development and how this is predictive of post-knowledge age work, products and services:

www.wingwams.blogspot.com

The education blog focuses on what needs to be done to shift school education from "knowledge telling" to student facilitated "knowledge creation" methods:

 www.learninginteams.blogspot.com

The TED talks blog showcases methods based on the theories and ideas presented by "thought leaders" such as Ben Zander, Dan Pink and Amy Tan:

 www.colorfulconversations.blogspot.com

12. Contact information

Please contact us to learn more about Zing.

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