

PLAY

We do our best work when we can play to our preferences.

David Foggin

PLAY

David Foggin

Twelve beliefs about people and work



PLAY / PEOPLE AND WORK

Before the first note.

Hello, I'm David.

One of the things I love about live music is watching people listen. A breath, a glance, a phrase offered and taken up. The audience is part of that exchange too. Something happens between people that none of them could make alone.

I have spent much of my working life exploring a similar question: what helps people do their best work together?

I founded Disruption, a culture and change consultancy, in 1991. It was later acquired by TBWA/Omnicom. My work has included Nestlé UK, Mars Confectionery, the Deutsche Bank and Bankers Trust integration, and the executive team at LV=. Each setting brought me closer to the way culture is experienced in ordinary working days.

At Harvard Business School, I studied organisational leadership with John Kotter as tutor and mentor. That experience sharpened my interest in how an ambition for change becomes something people can understand, contribute to and carry through in their work.

I built the first version of the Saviio work-preference instrument in 2007. The question behind it still interests me: what becomes possible when people have language for how they prefer to work, and become curious about the people alongside them?

This book brings those interests together. Twelve beliefs, seen through four levels of organisational life: Self, Interpersonal, Team and Organisation. Music gives us another way to notice listening, preparation, contribution and the space people make for each other.

The scenes are invitations to reflect, rather than accounts of named client engagements. Keep your own work in mind as you read. What do you recognise? What might you want to understand or try?

We do our best work when we can play to our preferences.



PLAY / PEOPLE AND WORK

The audience is part of it too.

Why this matters at work

In Gallup's State of the Global Workplace 2026 report, based on data collected during 2025, 20% of employees worldwide were classified as engaged, 64% as not engaged and 16% as actively disengaged. These are Gallup's survey categories, not judgements about the worth or effort of the people within them.

A global figure gives us a reason to pay attention. It cannot tell us what is happening in a particular meeting, relationship or organisation. To understand that, we have to get closer to the work.

Someone may care deeply about customers and still find their working arrangements exhausting. A team may have capable people and unclear responsibilities. A manager may want to support colleagues while carrying a workload that leaves little room to do so. Pay, security, resources, opportunity and the design of the work belong in that picture.

Understanding preferences gives us another source of information. It can help someone explain what supports their contribution and what takes more effort. It can help colleagues discuss an adjustment instead of guessing what the other person needs. Its usefulness depends on what people do with that understanding, alongside the other realities of their work.

The beliefs that follow invite that kind of attention.

Gallup, 2026. State of the Global Workplace.



PART 01 / FOUR LEVELS

Self

Self

A clarinettist sits beside a music stand. We are close enough to see the manuscript, the hands, the breath before an entry. The whole performance is outside the frame, but the person is already in relationship with it.

At this level we begin with our own experience. How do I prefer to approach the work? What have I come to believe about myself? What does understanding make available to me?

Self is a starting point for ownership and choice. It is also where we return after something happens, carrying information we did not have before.



BELIEF 01 / SELF

We do our best work when we can play to our preferences

01 We do our best work when we can play to our preferences

Think of a piece of work that absorbed you. What helped you become involved? You may have had a clear destination and room to find the route. You may have worked through the detail with somebody you trusted. Perhaps you had time alone before bringing an idea into the room.

Preferences give us language for those inclinations. Some of us discover what we think by talking. Others would like to think before the conversation begins. We can be drawn towards possibilities, reassured by detail, energised by a new beginning or deeply satisfied by bringing something to completion.

The phrase “our best” matters. It refers to what becomes possible for each of us, in the work we are doing. It does not establish a competition with the person sitting beside us.

Playing to a preference can involve asking for an arrangement that helps us contribute. A colleague might receive the question ahead of a meeting, or have a short conversation before beginning a complex task. These are practical choices that people can discuss and review.

There will also be occasions when we choose to work against a preference. We may value harmony and initiate a difficult conversation because the relationship matters. We may want certainty and make a decision while information is incomplete. Understanding the preference helps us recognise what we are choosing and what support might be useful.

The work still has requirements. Customers need a response, decisions have consequences and other people need room to contribute. Knowing ourselves gives us more information for meeting those demands.

A useful place to begin is with something recent. What helped you do the work? What required more effort than others may have realised? What would you like them to understand?



BELIEF 02 / SELF

A description of us does not define who we are

02 A description of us does not define who we are

There can be a small sense of relief when a description fits. Something familiar has acquired words. We can point to it and say, yes, I recognise that.

It is worth leaving a little space around that recognition. A description can be useful without having the final word. We have histories, responsibilities, relationships and capacities that no short account can hold completely.

Suppose a map suggests that you prefer independence. You may recognise the pleasure of finding your own way through a problem. You may also enjoy belonging to a close team, seek advice at an important moment and depend on colleagues whose work makes yours possible. These experiences can sit together.

The difficulty comes when the description begins to close a door. “I prefer to prepare” can help explain an approach. “I cannot contribute without preparation” may become a restriction that the person has never actually examined. Sometimes preparation is essential. Sometimes a small amount is enough. Sometimes we discover we can respond well in the moment.

We can keep asking what is true here, with these people, doing this work. We can notice exceptions. We can listen when somebody offers an observation we had not considered. A preference map becomes more useful when the person is involved in interpreting it.

This matters in leadership too. Once a manager has a label for someone, it can begin to organise everything that follows. An employee deserves opportunities that take account of their experience and demonstrated capability, together with a conversation about how they prefer to work.

Look at a description you use about yourself. Where does it help? Where might you have allowed it to decide something you could still explore?



BELIEF 03 / SELF

Our preferences do not determine our worth or ability

03 Our preferences do not determine our worth or ability

Enjoying a particular way of working and being good at a task are different kinds of information.

A person may prefer careful preparation and be an excellent improviser. Another may enjoy public speaking while still learning how to do it well. We can become highly skilled at work that takes considerable energy, and feel drawn towards activities in which we are beginners.

That distinction protects the usefulness of a preference conversation. If a salesperson says they like time to prepare, we can discuss how preparation serves customer conversations. To understand their capability, we also need to look at the conversations, their knowledge, their judgement and the outcomes of their work.

The same care applies to opportunities. A preference for detail does not establish that someone should remain in a support role. A preference for independence does not establish that they cannot lead. Role requirements and relevant evidence matter, and people need room to express their aspirations.

It also matters when work feels difficult. Discomfort can have several explanations: unfamiliarity, conditions, an unreasonable demand, a missing skill, or an approach that asks us to operate outside a preference. We learn more by exploring the situation than by treating a map as the answer.

Our worth as people sits beyond these comparisons. We do not become more valuable because our inclinations match a particular role or resemble those of a successful colleague. Respect is the basis of the conversation.

In practice, keep two questions available. How does this person prefer to approach the work? What evidence do we have of what they can do, and what they are learning? Giving each question proper attention helps us support development without confusing preference with a limit.



PLAY / PEOPLE AND WORK

Six ideas to return to.

What does SARIIO mean?

The name SARIIO holds six ideas that run through this book: Self, Awareness, Rapport, Influence, Intent and Outcomes. They continually affect one another. You can enter the enquiry wherever the work makes it useful.

Self. Awareness. Rapport. Influence. Intent. Outcomes.

The six ideas connect across all four levels. They offer questions to return to, rather than a sequence to complete.



SARIIO / SELF

What is mine to own, and what helps me contribute?

S Self

Self includes understanding our preferences and owning our part in what happens. We act, our actions have consequences, and we can learn from them. Ownership does not make us responsible for everything around us. It asks us to recognise the part that is ours.

What is mine to own, and what helps me contribute?



SARIIO / AWARENESS

What might I not yet have noticed about this person or situation?

A Awareness

Awareness widens the view. Someone else may be responding to information, circumstances or needs that we have not noticed. We can take their experience seriously while retaining our own judgement. Sometimes greater awareness makes a disagreement clearer rather than making it disappear.

What might I not yet have noticed about this person or situation?



SARIIO / RAPPORT

What are we doing that builds trust and understanding?

R Rapport

Rapport concerns the quality of the relationship in which we work. Trust, respect and credibility give people more room to speak and listen. We learn something about that relationship through how commitments are kept, how attention is offered and what happens when a person says something unexpected.

What are we doing that builds trust and understanding?



SARIIO / INFLUENCE

What effect is my contribution having, and what am I learning in return?

I Influence

Influence recognises that we affect one another. A question, an explanation, a decision or a silence can alter what someone understands and does. There is room for the exchange to change us too. Another person's contribution may contain something our original position needed.

What effect is my contribution having, and what am I learning in return?



SARIIO / INTENT

What are we trying to create, and whose interests need attention?

I Intent

Intent asks what we are trying to create through that influence. In a working relationship, can what matters to both people remain visible? When a decision has to favour a particular course, can we explain it honestly and attend to its consequences? Intent becomes meaningful through the choices we make.

What are we trying to create, and whose interests need attention?



SARIIO / OUTCOMES

What happened, who experienced it, and what should we learn?

O Outcomes

Outcomes bring the work into view. We serve customers, deliver projects, support colleagues, make decisions and create value. An outcome gives us information to take back into our understanding of ourselves and the people around us. What happened? Who experienced it? What part did we play? What do we want to do next?

What happened, who experienced it, and what should we learn?

In music, a player hears the effect of a contribution and responds to what follows. In work, the feedback may take longer and be harder to notice. A customer has to tell us, a colleague has to show us or a team has to make time to review. Creating those opportunities is part of the work.

You do not need to turn SARIIO into a checklist for every conversation. You may simply notice that one idea is missing from an enquiry. Perhaps we have discussed our intentions at length and have not asked about the outcome. Perhaps we understand ourselves and have not yet listened closely to the other person. The ideas give us somewhere useful to look.



PART 02 / FOUR LEVELS

Interpersonal

Interpersonal

The view widens to two people rehearsing. A pianist listens as a singer shapes a phrase. There is music on the stand, but much of the work is happening in the exchange: a pause, a suggestion, a second attempt.

Interpersonal means what happens between us. Each person brings an approach, a history and something they want from the work. We encounter the other person's experience through conversation and observation. Our first explanation may leave something important out.

Here we explore curiosity, making room and the possibility of changing through experience.



BELIEF 04 / INTERPERSONAL

Curiosity helps us understand each other

04 Curiosity helps us understand each other

A colleague asks for another detail. You thought the decision was ready. They think there is something important still to establish.

It is easy to explain the difference through a judgement about the person. We may decide that they are holding things up. They may decide that we are overlooking the consequences. Once those explanations settle, the next exchange can feel like further evidence.

Curiosity gives us a chance to learn what the other person is trying to do. What would the additional information help them decide? Which uncertainty concerns them? What do they understand about the situation that we have not yet heard?

Our own position belongs in the conversation too. Perhaps a customer is waiting, an opportunity is time-sensitive or another team needs the decision before it can proceed. We can explain those circumstances without requiring the colleague to share our preferred pace.

Understanding makes the disagreement more precise. We may discover a small piece of information that is easy to obtain. We may agree that a decision must be made with uncertainty still present. We may find that the concern points to a risk worth investigating.

Curiosity also asks something of the person being questioned. If someone has formed a strong explanation of us, we can help by describing what we are responding to. A map may provide language, but the person still needs an opportunity to say what fits.

We will not always agree. We may still need to make a difficult decision or address behaviour that has consequences. The additional understanding helps us respond to what is happening, with less reliance on a story we have supplied ourselves.

Consider a working relationship in which you have become very sure of your explanation. What question could reveal something you do not yet know?



BELIEF 05 / INTERPERSONAL

Working together requires us to make room for each other

05 Working together requires us to make room for each other

Our opening belief creates a useful question. If I do my best work when I play to my preferences, and you do your best work when you play to yours, what happens when our approaches differ?

Suppose I want to explore an idea immediately and you would like time to consider it. We could keep returning to the same argument about when a conversation should happen. We could also examine what each of us needs from it.

I may want to capture the possibility before it disappears. You may want enough preparation to contribute thoughtfully. We might record the idea briefly, share the question and arrange a discussion later. Another task may require us to talk immediately. What we agree can reflect the work as well as our preferences.

Making room is something we do across a relationship. It need not mean splitting every difference evenly. One person may adapt more on a particular occasion because the issue matters more to the other, or because the situation demands it. Both people should remain visible in the arrangement.

That includes noticing who carries the effort. If the same colleague always works around everyone else, their generosity can become an expectation nobody remembers agreeing. A conversation about preferences should make that effort easier to discuss.

In a duet, one player can provide space while the other develops a phrase. The supporting part still requires attention, judgement and contribution. There is a similar dignity in helping another person do their work well.

Choose a recurring exchange: a briefing, decision, handover or feedback conversation. What helps each of you contribute? What adjustment could you agree, and how will you know whether it serves both people and the task?



BELIEF 06 / INTERPERSONAL

Our preferences can change through experience

06 Our preferences can change through experience

Someone says, "You used to prefer doing that on your own." They may remember you accurately. You may also have changed.

Experience alters what feels familiar. A relationship can make a previously uncomfortable conversation easier. A role can bring a different balance of responsibility and freedom. Repeated practice can change how we experience a task. There may also be preferences that remain recognisable across many years.

We can allow for both continuity and movement. An earlier account does not have to be wrong because a later one is different. It may tell us something about the circumstances in which each was expressed.

In working relationships, keeping an old picture can become a quiet restriction. A manager remembers that a colleague disliked presenting several years ago and stops offering the opportunity. The colleague has since gained experience and would welcome another conversation. Neither may realise the picture has become out of date.

The opposite assumption needs care too. Increased confidence does not automatically mean that preparation has become less important to someone. A person can develop skill while retaining a preference. We learn what has changed by asking and listening to their examples.

A map offers a view that can be revisited. When the person notices a difference, we can explore where it appears, what has happened and what it might mean for the current work. We do not need to demand change or celebrate movement for its own sake.

Relationships can support that enquiry. Someone who knows us well may notice something we have missed, provided there is room for us to interpret our own experience.

What assumption about a colleague might deserve a fresh conversation? And what would you like someone to ask you again, rather than rely on what they remember?



PART 03 / FOUR LEVELS

Team

Team

A rehearsal room comes into view. Some people are together; others join through video. There are scores, screens, practical constraints and several different ways of approaching the same passage.

The group has work to do that no single member can complete alone. Its arrangements affect whose contribution becomes available. Who receives the material? Who can hear? How are decisions made? What happens after somebody suggests a change?

At team level, we explore the circumstances around the work, the choices people can make together and the resources they may have overlooked.



BELIEF 07 / TEAM

Our circumstances influence how we work

07 Our circumstances influence how we work

The same person may contribute freely in one setting and say little in another. Something about the person may matter. Something about the setting may matter too.

A team meeting can make this visible. The topic arrives without warning, the discussion moves quickly and a decision is taken before a remote colleague has found an opening. Afterwards, that person sends a thoughtful note. It would be easy to describe them as someone who contributes after the event. It may be more useful to examine how the event was arranged.

Preferences are one part of this enquiry. So are access to information, clarity of purpose, the equipment, the time available and the consequences of speaking. A team can discuss these conditions without assuming that every difference has a single cause.

Hybrid working makes some of the practical details especially apparent. Can remote participants hear the side conversation? Can they see what is being considered? Is there a way to offer a view before a decision closes? Being connected to a screen does not settle those questions.

The same attention belongs in a room where everyone is physically present. Familiar colleagues may understand an unspoken convention that a newcomer has never encountered. One person may feel comfortable questioning an assumption while another is still learning what happens when someone does.

We retain ownership of our behaviour within these circumstances. We can also recognise that the arrangement around the behaviour is available for examination.

Take a recent moment when a contribution arrived too late or went unheard. Before explaining it entirely through the person, reconstruct the situation. What information and opportunity were available? What small change would make the next occasion more useful?



BELIEF 08 / TEAM

Understanding our preferences gives us choices about how we work and what we change

08 Understanding our preferences gives us choices about how we work and what we change

A team learns that several members prefer material in advance. That observation becomes useful when the group considers what to do with it.

They might circulate a short decision paper before a meeting. They might distinguish questions that need preparation from updates that do not. They might decide which discussions benefit from live exploration and which need an opportunity to respond afterwards. Different tasks can call for different arrangements.

The choices should remain workable. Producing a long paper for every exchange could create more work than it serves. A short outline may provide what people need. The team can agree an experiment, use it for a real piece of work and ask what happened.

Understanding also makes deliberate adaptation possible. A colleague may prefer a clear route and choose to join an uncertain project because its purpose matters to them. The discussion can include what they want to learn, what support is available and which decisions need a review point.

Agency lives within the realities of work. Budgets, customer commitments, deadlines and other people's responsibilities all have a place. There may be choices about how to meet a requirement even when the requirement itself is fixed. Being clear about that boundary helps people participate honestly.

A leader can support the process by making the available discretion visible. Which decisions belong to the group? Which constraints are open to discussion? What is already committed? People can work more usefully with an accurate account than an invitation that promises freedom nobody can provide.

Choose one insight your team has discussed. What practical decision could it inform? Agree what to try, who will take it forward and when you will review the experience. Understanding earns its place through the choices it makes possible.



BELIEF 09 / TEAM

Understanding our preferences can reveal hidden resources

09 Understanding our preferences can reveal hidden resources

A useful contribution can be present before anyone has found a way to hear it.

A colleague who rarely speaks during an open discussion may have worked through the problem in considerable detail. Someone who enjoys exploring possibilities may see an option the team has ruled out too quickly. Another person may notice what would be required to turn that option into delivery. The value is in finding out what each can contribute to this work.

We should resist assigning permanent parts. The quiet colleague does not automatically become the researcher, or the energetic colleague the source of ideas. A preference can prompt a question. The answer needs examples and the person's own interpretation.

Sometimes the resource is a different way of working. Giving someone the question beforehand can make a contribution available. A short conversation across two functions can reveal information already held nearby. A review can show that people are solving the same problem separately and could share what they have learned.

These possibilities are worth exploring alongside the resources that are plainly required. Awareness cannot replace adequate staffing, time, tools or relevant expertise. If the work needs more capacity, the team needs a route for saying so. A preference conversation should help the reality become clearer.

It can also help us notice the effort of supporting others. The person who makes a handover understandable, checks who has been left out or explains a decision may be contributing something the group relies on without naming it. That work deserves consideration when responsibilities are shared.

Ask what the team already knows or can do that is not reaching the work. Whose perspective have you not heard? Which connection would make it easier to find? There may be something useful available before you look further afield.



PLAY / PEOPLE AND WORK

A starting point for a conversation.

Bringing preferences into view

A music stand holds information that helps a player take part. The player brings experience, attention and interpretation to it. Our maps have a different purpose, but that image can help us keep them in proportion.

myMAP offers information for a person to reflect on how they prefer to work. It can support a conversation about preparation, relationships, decisions and contribution. The person can say what they recognise, where context matters and what they would like to explore.

Comparisons and CircleMAPS can support discussion between people who choose to share and consider their perspectives. A map can make a similarity or difference easier to discuss. It does not tell us what the other person meant in a particular exchange; we still need to ask.

At team level, maps can help a group consider the approaches present among its participants. What seems familiar? Which questions deserve attention? How might the group arrange the work and review what happens?

cultureMAP can help explore patterns across participating groups alongside the practices and experiences that shape organisational life. A roleMAP can support discussion about work preferences relevant to responsibilities, considered with the skills, experience and evidence the role requires.



PLAY / PEOPLE AND WORK

The person interprets. The work gives context.

People bring the map to life.

The musical image has a boundary. myMAP is not a score that prescribes what a person must play. It does not assign someone an instrument, establish their ability or determine their place in a group. People interpret the information, make choices and respond to the work.

For the same reason, the four levels in this book do not divide people or preferences into separate compartments. Each person brings a whole set of preferences into relationships, groups and organisations. Each belief can be useful at more than one level. We have changed the lens to see more of the working world.

The artwork follows that enquiry. We sometimes look across a room and sometimes close in on a manuscript, a hand or a face. Monochrome lets us attend to contrast and detail. Colour draws attention to something becoming visible. Neither is a judgement about the person. A preference can be present before anyone has found language for it.



PART 04 / FOUR LEVELS

Organisation

Organisation

We look over the musicians' heads towards the conductor. The sections are distinct, and their work connects. Around them are people who make the occasion possible: those organising, supporting and listening.

An organisation contains many relationships and groups. Its culture is experienced through what happens across them, including how people respond to customers and how commitments travel from one part of the business to another.

At this level we consider the patterns that become normal, the present from which change begins and the value of the days in which the work is happening.



BELIEF 10 / ORGANISATION

Our language and behaviour shape our culture

10 Our language and behaviour shape our culture

An organisation can describe its values clearly and still need to understand how people experience them. The description is one source of information. What happens in everyday work is another.

Consider an organisation that values collaboration. What happens when a customer needs help from two departments? Who can make a decision? How does information move? What is recognised when the work succeeds? The answers give collaboration a practical meaning.

Language helps establish expectations. When somebody asks a question, the response can encourage further enquiry or make them cautious about asking again. When a manager explains a decision, people learn what was considered and whose contribution mattered. Repeated exchanges become part of what colleagues expect.

No single conversation represents the whole culture. Patterns develop across time, groups and circumstances. A newcomer may notice something long-standing colleagues have stopped seeing. A customer may experience a consequence that remains out of view inside the organisation.

Culture mapping can contribute to this enquiry by making patterns in participating groups' work preferences available for discussion. Those patterns need to be considered alongside practices, incentives, systems and lived experience. A map does not explain everything that keeps happening.

The enquiry can include what already serves the organisation well. How do people help one another meet a difficult commitment? Where does useful information travel freely? What enables a customer to receive a thoughtful response? These practices may be worth preserving as the business develops.

Choose a value your organisation names. Where could someone see it in ordinary work? What might colleagues and customers describe differently? Bring those observations into conversation before deciding what the value needs next.



BELIEF 11 / ORGANISATION

Understanding what is here helps us shape what comes next

11 Understanding what is here helps us shape what comes next

A proposed change invites us to imagine a different future. We may want a closer relationship with customers, more effective hybrid working or a clearer way to make decisions across the business.

That future will meet an organisation already doing things in particular ways. People have developed knowledge, loyalties, habits and arrangements that help them manage the work. Some will support the change. Others may need to be reconsidered. We need enough understanding to tell the difference.

Suppose a business wants teams to make decisions nearer the customer. Managers may welcome the intention while remaining uncertain about which decisions they can make. Employees may still be rewarded for following an approval route. Another function may depend on information that the new arrangement no longer provides. These are matters to work through with the people involved.

Understanding the present gives a change more places to begin. We can ask what already works, which commitments must be protected, where the new approach has been tried and what people have learned. We can examine the demands it places on different roles.

Preferences can inform part of that discussion. Some people may want to explore possibilities early; others may need a clearer account of the implications before contributing. A change process can provide more than one way to participate without promising that every preference will determine the decision.

A useful experiment has a purpose, a scope and a review. Who needs to be involved? What will happen differently? What will you observe, including the effects on those receiving the work? The experience can then inform the next choice.

Before asking people to leave the present behind, become interested in what it contains. There may be knowledge the future will need, as well as practices you choose to change.



BELIEF 12 / ORGANISATION

These are the good days

12 These are the good days

It is easy for work to acquire a permanent future tense. When the project finishes. When the team is complete. When the new system arrives. When there is time.

There are good reasons to care about those things. We can also notice that our lives are taking place while we work towards them. The days spent preparing, discussing, supporting and trying again are part of the life we will eventually look back on.

“These are the good days” leaves room for difficulty. A person experiencing poor conditions needs those conditions addressed. Someone carrying grief, illness or uncertainty does not owe the room a positive interpretation. We can acknowledge what is hard and recognise what we value without asking either to cancel the other.

Sometimes what matters is quite ordinary. A colleague understood the question we were trying to ask. Someone made room for a contribution. A customer received the help they needed. We finished something with care and knew our effort had been useful.

Understanding preferences can help us recognise some of those experiences. We may begin to see which parts of the working day give us energy, where we feel able to contribute and which relationships support the work. That information can shape what we appreciate now and what we choose to make room for next.

In an organisation, it can also inform what we preserve. A change can carry forward a practice people value. A leader can notice the quality of an everyday exchange. A team can recognise work that usually disappears into the background.

Think of something in your working life you would be pleased to find still present a year from now. What makes it valuable? Who helps it happen? Is there something you could acknowledge or protect today?



PLAY / PEOPLE AND WORK

Something to carry into the next conversation.

Something to carry into the next conversation

You may have recognised a situation in these pages. Perhaps you thought of a colleague, a customer, a group you lead or a part of your own working day.

Start there. Ask about a recent piece of work. Listen for what helped, what took effort and what the people involved would like to understand. Keep the practical circumstances in view. Agree something small enough to try and worthwhile enough to review.

I work personally with leaders and teams on leadership development, teamwork, hybrid working, culture change and sales enablement. An engagement begins with your situation and what you would like to achieve. Maps, coaching and facilitated conversations can support the work where useful.

If you would like to explore a question in your organisation, you can find me at sariio.com or email david@sariio.com.

For now, there may be something worth noticing in the work already around you. Someone contributing. Someone listening. Something you would like to make room for.

These are the good days.

These are the good days.



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These are the good days.