



Edited excerpt from final paper (December 2021)

The postcard is the culmination of a creative project I undertook in ORGL 605, Imagine, Create, Lead. This e-card was a thank you to a team that spent many weekends engaged in a difficult construction project that required periodic 8–48-hour shutdowns of air and electrical system. These long nights were sometimes boring, but they were also opportunities for brainstorming, team building, and eating. I started bringing cupcakes, which were not just a delicious treat, but became an avenue for getting to know each other better. For example, Bill didn't like chocolate frosting (my specialty and favorite), but he did like caramel; Gary's favorite was angel food with caramel frosting, a taste he inherited from his late father; Ever's wife runs a party-planning business and specializes in dessert spreads for which he builds sets.

Once I decided to do something with the cupcakes for class, it opened up conversations with the engineers about the creative aspects of their jobs and how little those parts were appreciated. That was a frame-shifting moment for me, and since then (two years ago as of this writing), I have deliberately sought to recognize my technical teams for their creativity.