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# The Spark and the Grind

## Ignite the Power of Disciplined Creativity

### THE SUMMARY IN BRIEF

We've been conditioned to think about creative genius as a dichotomy: dreamers versus doers, the spark of inspiration versus the grind of hard work. But what if we're wrong? What if it's the spark *and* the grind?

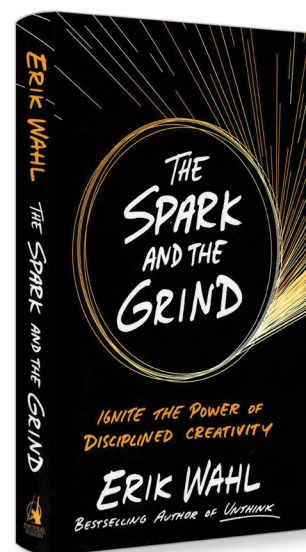
Erik Wahl, a visual artist, speaker and entrepreneur, helps us unite the yin and the yang of creativity — the dynamic new ideas with the dogged effort. He shows why we won't get far if we rely on the spark without the grind or the grind without the spark. What the world really needs are the creators who can hold the two in balance to further innovation.

Wahl offers surprising insights and practical advice about how to fan the sparks and make the grind more productive. He deftly synthesizes the wisdom of other artists, philosophers, scientists and business visionaries throughout history, and adds the secrets of his own practice.

If you want to ensure constant creativity in your life and produce your most innovative work — this is your guide.

### IN THIS SUMMARY, YOU WILL LEARN:

- To discover the creativity within yourself, as well as how to harness and cultivate that creative spark into something tangible.
- To trust the unpredictable nature of the creative process, and then develop a disciplined routine that will strengthen your creative drive.
- To embrace the unfamiliar, take risks and find comfort in being an amateur knowing that the unknown can only fuel those creative sparks.



by Erik Wahl

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# THE COMPLETE SUMMARY: THE SPARK AND THE GRIND

by Erik Wahl

**The author:** Erik Wahl is an artist, author and entrepreneur. He is internationally recognized as a thought-provoking graffiti artist and one of the most sought-after speakers on the corporate lecture circuit.

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## Creativity Is a Complicated Friend

What is it about creativity that draws us in? If we grasp it, understand it, embody it, we believe it can give us a new start. A first step. A cutting edge. A breath of fresh air. A breakthrough. Originality. Freedom.

Our desire for creativity is one of the most, if not *the* most, transcendent desires of our lives. That's because our desire for creativity is ultimately a longing for more meaning, and more meaning breathes more life into our days. When our creations are an unobstructed outflow of our purest thoughts, beliefs and convictions, our doing is in step with our being.

Whether or not you've experienced the spoils of creativity in your own life, we have all observed that a tight bond with creativity forges a freedom and opportunity quite unlike anything else. Whether or not we understand it, we often desire it in the areas of our lives that matter the most. We especially desire it in the areas where we sense we are either underperforming or off track.

Creativity is a scorching-hot commodity. We are paying for it in historically large sums. And yet, the investment isn't paying off as we'd expect.

On the corporate level, efforts to court creativity translate to serious money. Total spending "increased 5.1% to \$680 billion" in 2015, according to "2015 Global Innovation 1000," a report produced by PricewaterhouseCoopers's consulting team, Strategy&, which details how much the top 1,000 public companies spend on innovation each year. And yet, after conducting 10,000 analyses, the same study found no statistical relationship between increased innovation spending and sales growth, gross profit growth, operating margins, net profit growth and total shareholder returns.

Clearly, there is a tangible difference between treating creativity like a health supplement and treating it like the ecosystem in which your company breathes and operates.

Our relationship with creativity becomes more complicated as we get older. As a child, it was effortless. You have changed. Creativity has changed. Life is different now. You did, in fact, grow apart. Traditional schooling and typical corporate protocol have taught you that creativity isn't as important as finding the correct answer or following the correct strategy. As a result, your relationship with creativity takes real work today. And that's where the relationships stalls — even ends — for many of us.

The common practical response to this realization is that you will work at being more creative *only when you need to*. A more cynical response to realizing that connecting with creativity is hard is the proclamation that being creative on a regular basis is unrealistic and, frankly, takes a certain kind of quirkiness that doesn't play in all settings. The truth, however, is that you can rekindle that relationship. You just have to understand how to do it as an adult because the way it works has changed.

Here's the good news: You can learn to trust creativity again, on a daily basis. As a result, you can learn to churn out more vibrant, imaginative results from your efforts. Trusting and utilizing creativity as an adult involves simultaneously embracing two concepts that, in your mind right now, probably sit on two different planets. And yet, these concepts are two sides of the same coin we call creativity.

## The Spark

The "spark" is what we traditionally think of as the start of creativity — an initial illumination. It denotes the most basic understanding, the first step of creative production.



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It's what we first hope for when we're looking for that creative edge, that game-changing idea, that fresh catalyst for progress. Generating creativity takes personal effort to make the initial spark — whether it is an idea, strategy or product — that you hope will ignite your relationship or company or campaign.

### The Grind

The grind is the work of creativity. This is the first truth you have to understand about creative endeavors: The more you grind at any given endeavor, the more you learn about the process, about the outcomes and about yourself. The grind is the disciplined process required to become a master at something.

### The Spark Without the Grind

Ongoing, original creativity requires the spark and the grind: the initial flicker of hope and the work to stoke it into something that changes the game. It's always both and never just one.

The final measure of creativity, innovation or revolution is neither ideas nor dreams. It's whether those sparks grow into something that matters. People who chase the spark but don't embrace the grind are into igniting big ideas but not fanning them into a meaningful blaze. These are Igniters. Others may call them "idea people" and "visionaries," and they are wholly necessary in our world; but left alone, the ideas they ignite would remain underdeveloped.

### The Grind Without the Spark

The grind without the spark is what we feel when we refer to work as a grind. It is work for the sake of working, spinning your wheels, continual effort without meaningful progress. In other words, what makes the grind more grindlike is an absence of sparks, an absence of freshness or originality. Those who embrace the grind but not the spark are called Grinders.

To be more creative more often — to be the maker you were born to be — you must learn to chase the spark and embrace the grind not at the expense of each other but in concert with one another. This dualistic approach is what separates those who create constantly from those who struggle to create even when it matters most. ●

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## Trust the Process

Creativity improves everything, from how you think to how you love to how you work, but not until you understand that being diligent is not enough nor is having

great ideas. Finding a way to embody both is the only way to tap the full potential of your creative power.

While great creators possess proficient ability in both activities, it is most accurate to say that they intuitively know when to step back and swim with the sparks and when to lean in and grind out a single idea. This back and forth happens so fluidly that the best creators never think, *Now it's time to pause and think*, or *Now it's time to lean in and work*. While they grind out a single idea, they remain aware that more promising ideas might appear or a more promising path might evolve from the original idea. While considering a host of ideas, they remain primed to jump after a brilliant one and work it out.

Great creators embrace a discipline of thinking and a discipline of doing. In embracing both disciplines, these once voluntary and independent patterns become involuntary and interdependent. The disciplines evolve from something that feels like a regimen to something that feels like a lifestyle. From activities that feel like burdens to activities that feel like nourishment.

In any creative venture, whether you're crafting a new product, writing your autobiography or launching a company, there are seasons of both clarity and confusion. A hard charger has a tendency to push through the confusing moments with laser focus on the prize — the finished product or the goal that has already taken some tangible form in your mind, in a document or on a whiteboard. Grinders rarely charge after something that doesn't have at least some clarity up front, an initial spark of insight, intuition or understanding. They are driven by achievement, by not only the elation of finishing or checking another item off the list but also by the rewards of that achievement — whether they are economic, emotional or hierarchical. True Grinders rarely grind mindlessly, but their laser focus can blind them to more creative possibilities.

Grinders are driven to finish a journey; Igniters are driven to explore. Igniters don't mind the uncertainty of the unknown. They don't need a lane or a finish line — at least not right away — and it's this comfort with an undefined destination that often sparks the most original creations. While the Grinder worships the end goal, the Igniter worships the early magic. While Igniters have an uncanny ability to embrace the early mystery of the creative process, they often balk the moment the starry night gives way to the dawn, which is when the real work begins.

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The Igniter who's unwilling to grind beyond the wonder — at times, even see beyond it — often ends up with doughy, half-baked ideas. He possesses the plasticity and divergence to discover good ideas anywhere but lacks the fervor to craft those discoveries into something tangible let alone viable.

This is the risk in being only an Igniter: You eventually come to enjoy the sight of yourself in a beret or beanie so much that you aren't eager to swap it for a hard hat. It's the gratification of a Hemingway lifestyle without the discipline to park your ass in front of a keyboard each day and write a thousand words.

A single spark is needed to start a fire. But don't celebrate too soon. Producing something is important. But know it's only the beginning. Keep grinding — keep stoking — and keep watching for the swelling of the spark into something else, something hotter. The first spark is never the brightest one inside you.

Most great creators know that not all sparks should stay alive, but they know that the ones that are viable must evolve or expand. Igniters need to learn to keep working to develop an idea. Grinders need to unlearn their tendency to forget the fire for the prized ember.

To be more creative more often, you have to become a traveler who sets out in a direction to discover and evolve, not merely confirm. That's the creative process — trust it. The more you grind into it and through it, the more you learn to trust the sparks that arise as you go. They don't come one detached spark after another as if from some random universe. The truth is that the rising sparks are really growing from the initial spark as it swells into a bigger and hotter flame.

Valuing ideas over hard work often leads to a lack of creations. Valuing hard work over ideas often leads to anemic creations. The secret to trusting the creative process lies in embracing the duality of creativity: That it is both a fresh idea and a fierce drive. It's not one or the other but both at the same time. Applying this to your day-to-day requires an ability to know which is needed during the course of creation. While you might automatically assume that ideation is the beginning of the creative process, this isn't always the case.

Sometimes, it's better to begin grinding the task at hand and let the sparks that fly reveal a bigger idea of a better path. Either way, there is no script for creativity. Sometimes, the idea fuels the work. Sometimes, the work fuels the idea. Your job is to begin, and then remain open to toggling between the sparking and grinding according to what is needed most — either more originality or

more progress. Knowing when to toggle is largely based on your ability to remain fully present during the process. When you are present, you remain open to the learning possibilities in and around you.

Trusting the creative process is like committing to an expedition in an uncharted land, where beginning knowledge is limited and progress is governed by discoveries made, not distance covered. Your most important tools are observation and resourcefulness.

To be constantly creative, you must be both an Igniter and a Grinder, and you must understand when one role takes precedence over the other without losing the other altogether. How? Practice. Your trust will grow as your creative prowess does.

The sum of trusting a fluid creative process is that you set out to shape and become rather than to solidify or confirm. This small difference is so impactful because it immediately changes your expectations.

Grinders transition away from expectations that are governed by the success and failure of individual products or pursuits. Igniters transition away from unrealistic expectations that never materialize beyond the surface of whiteboards and notebooks. Both Grinders and Igniters transition into expectations that are governed by constant effort, education and growth. ●

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## Attach Yourself to the Work

Creation can be inspired by the originality of others, including the natural world. But constant creation requires you to travel beyond restylized mimicry. To be a constant creator, you can never let what makes you original and distinct be snuffed out.

The single greatest benefit in being a constant creator is that the process doesn't just improve what you create, it improves who you are. There is a transcendent need in every one of us to reach our full potential.

When you attach yourself to everything you do, you manifest pieces of your being into your everyday living. Some of these creations are practice — warm-ups for a bigger manifestation. All creations are lessons that create momentum if we're willing to capture it. A few of them will ignite into flames that spread and come to mean more to you than the feeling that you are well balanced.

Passion and purpose are just unproven notions until they are lived out in the creative muscles you use every day. When this happens, your life begins to make sense because

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what is inside you is integrated into what comes from you to the outside world.

Your greatest creative impetus is the attachment of who you are to what you do. Detachment doesn't automatically spell failure. It just makes the grind much more grindlike; you become driven by destinations rather than destiny.

Detachment forces you to be driven by singular goals rather than by growth, and to be roused by an ever-fleeting endgame. In this state, your work is more difficult to weave together into one inspiring tapestry.

On the other hand, when who you are is attached to what you do, striving for excellence excites you instead of burdening you. Your drive to see an endeavor through is fueled by passion and purpose instead of mere duty or obligation. There's a tangible difference. Detachment is the short path to frustration, burnout and boredom. Attachment is the short path to discovery, growth and fulfillment.

Your creations are meant to shape you into better, more advanced versions of yourself. We tend to downplay our own originality especially when it comes to offering it to the world in a tangible form. But if we all thought the same thoughts and carried out the same acts in a similar manner, there would be no innovation, progress would be predictable at best and we'd eventually be bored out of our minds.

Attaching yourself to your work is not about capturing a glowing mission and vision statement. While it's not a bad place to begin, the real attachment happens when you begin living out those ideas, when you begin actively loving the thing you've fallen in love with.

When your grind is void of personal purpose, it produces sparks that lack deep meaning and significance. Left unaddressed for too long, this sort of grinding eventually turns to concession.

Don't aim for balance. Don't buy into detachment. Take courage and aim for integration — the folding of all you are into what you do. ●

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### Keep Your Day Job

One of the most important choices you will make in life is to explore where you are right now in the job you currently possess, within the relationships you currently have, at the places you regularly visit. Within your current context lies more creative opportunities than you probably ever realized. There are no dead-end streets for the truly creative.

Being a constant creator begins by unlocking what is in your heart, right here, right now. You might have

been playing that role for such a long time that it seems absurd to think you could actually do something different, something truly creative and heartfelt. But, there is no question that you can. As this change occurs inside you, it changes the appearance of the world around you. Yes, this is true even for a job you consider far from your heart.

The infusion of your whole self into any environment in which you find yourself will change how you see that environment.

There are four reasons why your current roles are the best place to begin grinding new sparks:

**Reason one:** Your current roles are your reality. Whether you're an Igniter or a Grinder, embrace your current reality because, frankly, it's the only reality you have. Many realities throughout history needed to change. This sort of change never happens from a detached stance. It always happens when creators dive headfirst and heart-first into their current realities and dirty their hands.

**Reason two:** Your current roles are the most prime real estate available to you for introducing creative solutions. Many of history's greatest artists were simply common people who immersed themselves in their current roles and realities. They remained where they were, sought to fully understand their contexts and then infected them with groundbreaking ideas and creations. You have a body of submerged knowledge right now that can offer you creative insights about the roles and realities before you. Use it to capture the sparks that arise from your current grind.

**Reason three:** Your current roles give you the needed support to take creative risks. When you grind where you are, you do more than ignite legitimate sparks; you also provide a financial and emotional foundation from which you can pursue less certain creative ventures that might not pay right away or maybe not ever — except through a greater measure of fulfillment, camaraderie or purpose. The more connected you are to the world through a day job, the more creative freedom you will have, the more creative material you will have to draw from and the better understanding you will acquire about your intended audience.

**Reason four:** When you simultaneously grind your current roles and your creative frontiers, you cultivate a symbiotic relationship that fuels both your day job and your creative potential. Time has a lot to do with this. When you have fewer hours to grind your wilder sparks, your mind is forced to be more focused. Your good habits at work tend to carry over into other responsibilities and activities, including your currently unpaid creations. Draw

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no lines. Start where you are, doing what you do. Wake up each day and go to create. ●

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### Embrace a Routine

Creatives are generally thought of as eccentric people — odd birds whose capricious lives ebb and flow with their latest whims. The idea that great creatives embrace a strict discipline seems antonymic to their characters. But, there's no doubt that constant creators have learned that strategic discipline is more essential than their vices and foibles will ever be.

To be disciplined as a creator, you need a mindful routine that allows for fast progress and simultaneous flexibility to explore without an immediate deadline.

This is a creativity conundrum: We need to be efficient and use our energy wisely, but in order to make progress, we also need to explore, ideate and create. Routine is the glue that holds them together.

To be creative, there has to be a constant willingness to let go — of assumptions, of current knowledge, of safety nets — and Igniters have a natural inclination to do this. But there must also be structure if you want to make any real strides in your creative efforts, enough to force you to take action and produce something, anything, on a daily basis.

You might have a flood of ideas every day, but with no structure to get them moving, your ideas end up bobbing in an ever-expanding puddle.

Conversely, creativity within the right structure is like a river with banks. Ideas move faster in the current of your work, and yet there is still room for them to deepen and even accelerate as needed by narrowing the banks.

It's one thing to embrace structure to get an idea in your head into a tangible form. It's an entirely different thing to take that tangible creation and mold it into something that is distinctive and memorable. Many creators get the product finished and then move on to the next product. That can be a mistake. Often, the initial product still contains some embers that just need a little more stoking to ignite a bigger flame.

When your creative urge begins to diminish, when you no longer have the space to wander both mentally and physically, you've taken your routine too far, spread it too broadly. Back off and build in some more margin.

There is no creative routine worth embracing that is simultaneously light on risk and heavy on reward. The creative process is risk and reward at once and all at once.

Embracing a routine that ushers us into this lifestyle each day is a small price to pay, honestly. It may hurt at first, but the more you do it, the less risky, rote and unreasonable it will feel even when your actual odds of failing haven't changed. Fighting this fight is one of the most worthwhile battles in your life.

Set about today to establish a routine, a rhythm, that allows you to maximize as much creative juice as possible every day, in every context you find yourself, with the tools you possess and those you are still learning.

This is the real effect of discipline: You embrace whatever routine sets you up for constant creative progress, and the rewards come to you. And you can come to expect them.

Allow your routine to become part of who you are, part of your lifestyle. When you experience its rewards, even only a few times, you will be ready to lean in further. In other words, you will comprehend what constant creators have known for centuries. ●

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### Defamiliarize the Ordinary

Despite all the planning and forecasting involved in running your life, constant creativity hinges on your ability to regularly enter unfamiliar space and cultivate your creative instinct. Fields never turn green without regular storms; but they also never grow without a break in the clouds allowing sunlight to shine through. The natural world is a constant reminder that progress never occurs without some change to the familiar.

The key is to ignite that lack of familiarity yourself. Don't avoid it. And don't wait for it to come.

Sparks arise when you discover nuances you hadn't seen before and connections you'd never made. The fact is, original breakthroughs rarely occur in familiar locations. This includes the space in our own minds where we carry our preconceived notions about the people and places around us and where current knowledge resides. So, the trick is to remove yourself from your familiar places or else discover what is unfamiliar about where you already are — even if it's as simple as taking a different way to work, or going to lunch with someone you barely know.

The path of your current knowledge, your current know-how, your current understanding is never enough if you want to remain on the creative frontiers. You must peer down the path of the unknown and unfamiliar if you want to continue generating sparks.

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When we start with no knowledge, suddenly, discovery is our primary resource. It is far easier to reach this conclusion about yourself — that your knowledge is limited or truly nil — when you begin to comprehend the vastness of opportunities and miracles around you every day.

The goal of all creations is to remove complexity and move toward simplicity. To do this, though, you have to enter into the complexity, the uncertainty, the unfamiliar. Your brain has what you know from past experience locked in. It's in the bank, so to speak. But the sparks that come from that reservoir are ever diminishing unless you add fresh data to it every day — unless you mix the familiar with the unfamiliar.

A lack of creativity is fundamentally a lack of curiosity. It is a lack of desire and latent drive to seek new answers. That drive is in you. But with it in neutral or turned off entirely, you easily cling to a binary view of the world.

Stay open to whatever comes with the uncertainty. Breathe it in. Digest it. Fold it into your perspective and understanding. Let everything begin to teach you.

When you make a habit out of defamiliarizing the ordinary, your life comes alive as the beautiful mystery, adventure and frontier of possibility that it truly is — that it always has been. Along this frontier rise the sparks of your greatest creations, both big and small. ●

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### Stay Foolish

Sparks come from action — even the awkward, bumbling action of doing something completely new. Being an amateur creator is not conceding that you'll never become a pro. Nor is it conceding that mediocre creations are the goal. It's conceding that to become a pro, and remain a pro, you have to remain willing to become a fool in love, again and again.

Constant creators hold tight to one constant when all is falling apart and when all is thriving: foolishness. This is different from embracing the mind of a beginner who is willing to learn from anything. Foolishness is in the doing. It's an ability to embrace ideas, opportunities and paths that we know are impractical and will break us down. Being foolish is doing what the majority would call stupid, senseless or a waste of time.

Constant creators remain in a state of constant wonder. Not merely the kind of surreal wonder that can get stuck in fantasy if we're not careful, but the kind of wonder that worries less about the "whats" and is more inclined

to explore the "what-ifs." And not just mentally explore. Physically explore.

When you're starting something totally new, you're taking a leap of faith. You have to believe, and you have to make other people believe even when you're nowhere near ready.

The bright future of anything — career, company, industry, relationship — relies on those who are willing to keep creating whether or not they've done it before and despite a lack of knowledge or resources. Stupidity and feelings of insufficiency can be fuel for innovation — often the most natural fuel you possess — if you let them be.

Like a child learning to draw, just draw. Don't try to be inspired. Don't trace or connect the dots. Just create something. And then do it again. If you do it consistently enough, inspiration and discovery are guaranteed to occur. Get yourself used to acting forward, not merely thinking forward. And don't mind acting the fool.

If there is an obstacle to engaging in foolish activity, it's fear. If you are truly acting on a spark that requires you to play the amateur, you will always fear something along the continuum from mild disappointment to complete disaster. However, the overlooked aspect of this sort of activity is that it is rarely a chore. Amateur spontaneity will stretch you, yes. But it is because you are stretched that this activity can be one of the most exhilarating and fulfilling things you do. You have to act through the fear.

We are delighted by the sparks that rise from this sort of foolishness. We are drawn to their mystery. These sparks are fueled by your own natural curiosity.

Your logic tells you that your days are easiest when you know what to expect. There's truth in that. But your spirit reminds you that your days are only inspiring when you learn and stretch and grow. There's transcendence in the fascination with our own curiosity.

There is always fear in playing the fool. You are never fit for what you don't yet know and can't yet do. That's why great creators don't attempt to think their way into acting spontaneously. They just act spontaneously.

There is a tendency to see creative foolishness as frivolous or even careless behavior. This is a flawed view; it assumes that you are happy with your current "everything." If you are, stay where you are and hold on to everything. Learn nothing new. Spark no hidden potential. If your everything isn't everything it's cracked up to be, let it go now, and then see what else you can learn and find.

The majority of your amateur experiences and foolish experiments, will teach you something right away and

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illuminate an immediate application to a current venture. This application must be captured. You must become proficient at refining your creativity through reaction.

Constant creators work with a continuous sense of urgency to raise the bar in every facet of their lives. They resist hitting the cruise control when something is working. And they rarely rely on existing road maps to direct future paths because they know the best road map is an ever-increasing awareness.

If you can begin to see creativity through this lens — accelerated output, immediate impact — you will begin to see why acting the fool matters. You don't need brilliance to make creative progress. You just need enough foolish drive to move forward when you are neither qualified nor equipped. Opportunities come quicker and steadier when you forget your ego and just go.

Don't fear the fool in you. Let him lead you into creative frontiers every day. ●

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### Fall in Love

When you learn to trust the creative process, attach yourself to your work, keep your day job, embrace a routine, defamiliarize the ordinary and stay foolish, creativity becomes a love affair. And when you're hooked, you're hooked for life.

When you fall in love with your unique brand of creativity, strange things happen. Details like time and space being to fade into meaninglessness.

A new creator will fall into the temptation of trying to orchestrate the perfect space and time to start creating, but that only impedes progress. He doesn't yet understand love.

When there's love, creators no longer wrestle with the "wheres" and "whens." The real matter at hand is the pursuit of the next creation, the next opportunity to display their love.

Clearly, this sort of love gets messy now and then. While there is a place for clean and tidy, the love affairs of some creators thrive in messy environments. The point isn't that messy means more creativity. Or that tidy does either. Messy or tidy is more a personality trait or preference than a principle. The point is that when you're in love with creativity, you don't worry about either. You take it as it comes each day.

When you don't know where to find creative inspiration, it's often because you're not listening to your heart.

Creativity lives in your heart, and because that's true, you can ignite sparks and grind them anywhere.

The most profound element of this sort of love — of any true love — is that you always have each other. In good times, sparks and champagne spray the air. Life is artful, meaningful and a true manifestation of who you are. And in bad times — in loss, rejection, disappointment — creativity is still there reminding you that an upswing is just a spark away. When you have creativity, you have the ultimate bond.

In the end, creating is as human as breathing. You breathe in. You breathe out. This proves you are living. You absorb. You create. This proves you are alive.

You are a human being and a human becoming. Your creativity fashions the bridge between the two. Who you are is art. You are organic and meant to manifest the features of your becoming.

Your becoming is beautiful and lucid. It inspires and instructs. Your becoming is hideous and chaotic. It inflames and confounds. Thus, your life sings both magic and mystery, fulfillment and frustration. Thus, the products of your becoming are risky. Don't let risk confine you. Being without becoming is riskier still.

Let your senses craft substance, your mind craft meaning, your heart craft belief. Allow the combinations to originate emotion; let conviction be fashioned. Desire and despair. Satisfaction and discontent. Faith. Hope. Love.

Do it every day. Pursue it like a lover you can't live without.

In the end, what you truly love determines who you become. But knowing what you truly love is challenging to clarify ... until you're in a difficult or desperate situation. Love is often theoretical until there is no longer time or energy for theories. That's when your lens is in clear focus. And it's then that you know where you stand with creativity. ●

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