

# ***POWERED BY HUMANITY***





# ***FOREWORD***

When Geoff asked me to write this, I accepted with delight and then immediately Googled “how to write a foreword.” The internet told me that it’s my job to introduce his work to the world, which seems like an awfully big responsibility. Geoff and I are unconventional friends, though, so I think it fitting that my contribution here sidesteps tradition a bit.

I possess absolutely no authority that qualifies me to introduce the actual content of this book, so I won’t insult your intelligence by pretending I do. What I will do, with absolute confidence, is endorse its author. I could go on for an annoyingly long time about the kind of person he is, listing the many reasons I find him extraordinary until I’ve exhausted both you and all the known English superlatives. Instead of that, I’m going to tell you the most important thing you need to know about him before you start reading.

Geoff is the most genuine person I’ve ever met. He passionately means every word you’re about to read and the tenets of his work are principles by which he actively lives. You’ll see some good examples of that throughout these pages, but I’m here to assure you that none of it is lip service – it’s legit. I’m lucky enough to get to witness it daily, so I could definitely tell you if he was faking. He’s not.

I can’t guarantee that reading this will change your life as much as knowing Geoff has changed mine, but it’s a damn good place to start.

*Lauren E. Hatty*

**THIS  
BOOK  
IS REALLY  
WEIRD**

**This is not a book  
about business.**

**This is a book about  
being human.**

**These pages are home to a collection of ideas, observations, and very short stories culled from my first decade as a human who owns a business.**

**I hope they encourage you, inspire you, rattle you, and maybe even confound you.**

**I spent years of my life feeling weird for seeing the world the way I do and it's only recently that I've considered that my perspectives might actually be unique and valuable.**

**And if my perspectives are unique and valuable...**

**then so are yours.**



**THIS IS BUSINESS**

**AND IT'S INCREDIBLY**

**PERSONAL**

**There is no such thing as  
“just business” because  
the way we go about our  
business says a lot about  
who we are as people.**

**To attempt to excuse our  
actions toward other humans  
because it’s “just business” is  
simply unexcusable.**

**EVERYTHING  
WAS GOING  
REALLY  
WELL UNTIL  
SUDDENLY IT  
WASN'T**

**After buying half of Date-Line Digital Printing in 2005, with absolutely no experience as an owner, I spent nearly 4 years coasting.**

I was doing all the things I had always done as a manager and enjoying the freedom to leave early when my work was “done.”

**The problem was I wasn't a manager anymore. I was a leader but I wasn't doing any leading.**

My lack of leadership and abundance of ignorance, combined with irresponsibly low cash reserves, resulted in Date-Line nearly going under in the latter part of 2009.

September 21, 2009 is the day I became a legitimate entrepreneur (in my mind) because it was the first day I had to really go off-script and make the hard choices leaders are charged with making.

If the sheer terror of finally seeing how close we were to the precipice wasn't enough to force me to rethink everything I was doing (it was), the experience of having to look an employee in the eye and own the fact that she was being laid off because I made all the wrong choices definitely was.

I had a two year old daughter at home and thousands upon thousands of dollars in loans for a business that was bleeding to death. My business partner and I swallowed hard and steeled ourselves to wade into frightening and uncharted waters.

That was the low point, the place from which the only options were to figure it out or face financial ruin. **It turns out that the prospect of financial ruin is a remarkable motivator.**

Our sales volume (miraculously?) rebounded in the short-term and we were able to stave off extinction, but it would take years of independent study, trial-and-error (so many errors), and a lot of soul searching before Date-Line became the kind of company that anyone would dare consider remarkable or noteworthy.

In recent years, we have won both local and national awards for our leadership, service, and generosity, but the events of 2009 don't feel like distant memories, they feel like something that happened last week.

I'm glad to be at least a little haunted by those events because it reminds me that I have a responsibility to my family, my employees, my customers, and my community to lead every single day.

***RELATIONSHIPS***  
***ARE THE ENTIRE POINT***

**THE WAY YOU FEEL ABOUT  
YOUR CUSTOMERS WILL  
DETERMINE HOW YOUR  
CUSTOMERS FEEL ABOUT  
YOU.**

**HERE'S  
AN IDEA:**

**REPLACE THE  
WORD CUSTOMER  
WITH THE WORD  
HUMAN AND ACT  
ACCORDINGLY.**

**IT'S**

**“CUSTOMER SERVICE”**

**NOT**

**“CUSTOMERS SERVE US”**

**Customers are not the problem.**

**Customers are the solution.**

**WE REFUSE TO  
GROW BEYOND  
OUR ABILITY  
TO TAKE  
UNUSUALLY  
GOOD CARE OF  
PEOPLE.**

## **People buy things from us**

at Date-Line Digital Printing because we take unusually good care of them. We believe we are the best in our market at a number of things, but none more than the way in which we leverage our humanity to meet the needs of the people we serve.

To sacrifice our ability to take really good care of people so that we can increase our market share is simply not worth it.

**It costs too much.**

# I STOLE THESE M&M'S FROM A HOTEL IN PHOENIX.

A number of years ago my daughter Maddy and I joined my wife on a business trip she was taking to Phoenix, Arizona. While she spent her days working, Maddy and I went exploring around the hotel where we were staying.

Each time we passed through the lobby we liberated a small cup of treats from the M&M dispenser at the end of the front desk. It was such a simple thing, and yet it was so fun.

Within a week of returning to work, I made sure Date-Line had a dispenser next to our cash register. Our customers love it.

**Giving the people you serve a little bonus doesn't have to cost a lot of money, it just has to make them feel special.**



**BAD CUSTOMER SERVICE IS  
RARELY THE RESULT OF A  
TRAINING PROBLEM.**

**IT IS USUALLY THE RESULT OF A  
PEOPLE PROBLEM.**

We miss the point when we try to get the wrong people to follow the right steps instead of hiring the right people and giving them the freedom to offer truly great service.

**The solution is not better policies, it's better people.**

# ***TWO FOOLPROOF PATHS TO PERFECT CUSTOMER SERVICE.***

- 1. CARE ABOUT OTHERS AT LEAST AS MUCH AS YOU CARE ABOUT YOURSELF**
- 2. TREAT OTHERS THE WAY YOU WANT TO BE TREATED**

**IT'S JUST THAT SIMPLE / NEARLY IMPOSSIBLE**

# THERE IS A HOLE IN THE BAG

**I was speechless.**

**I should have complained,  
but I was speechless.**

A few months ago my wife and I were parked at the the drive-thru window of a fast food restaurant.

When the restaurant employee leaned through the window to hand my wife a bag of food he said, "there's a hole in the bag."

*Wait. What?*

This person clearly hadn't brought his humanity to work with him on this particular day.

He was following a process and I think he believed he was being quite helpful by alerting us to the problem at hand.

Unfortunately, telling someone a problem exists is very different from solving the problem.

**Be a human at work and think about how you can solve problems for the humans you serve.**

# HOW TO APOLOGIZE TO OTHER HUMANS

**DESPITE YOUR BEST EFFORTS, THINGS  
WON'T ALWAYS GO ACCORDING TO PLAN.**

## **MISTAKES HAPPEN.**

In my experience, the best way to make a bad situation worse is to apologize like a business instead of apologizing like a human being.

You are a human. They are a human. Don't make it more complicated than it already is.

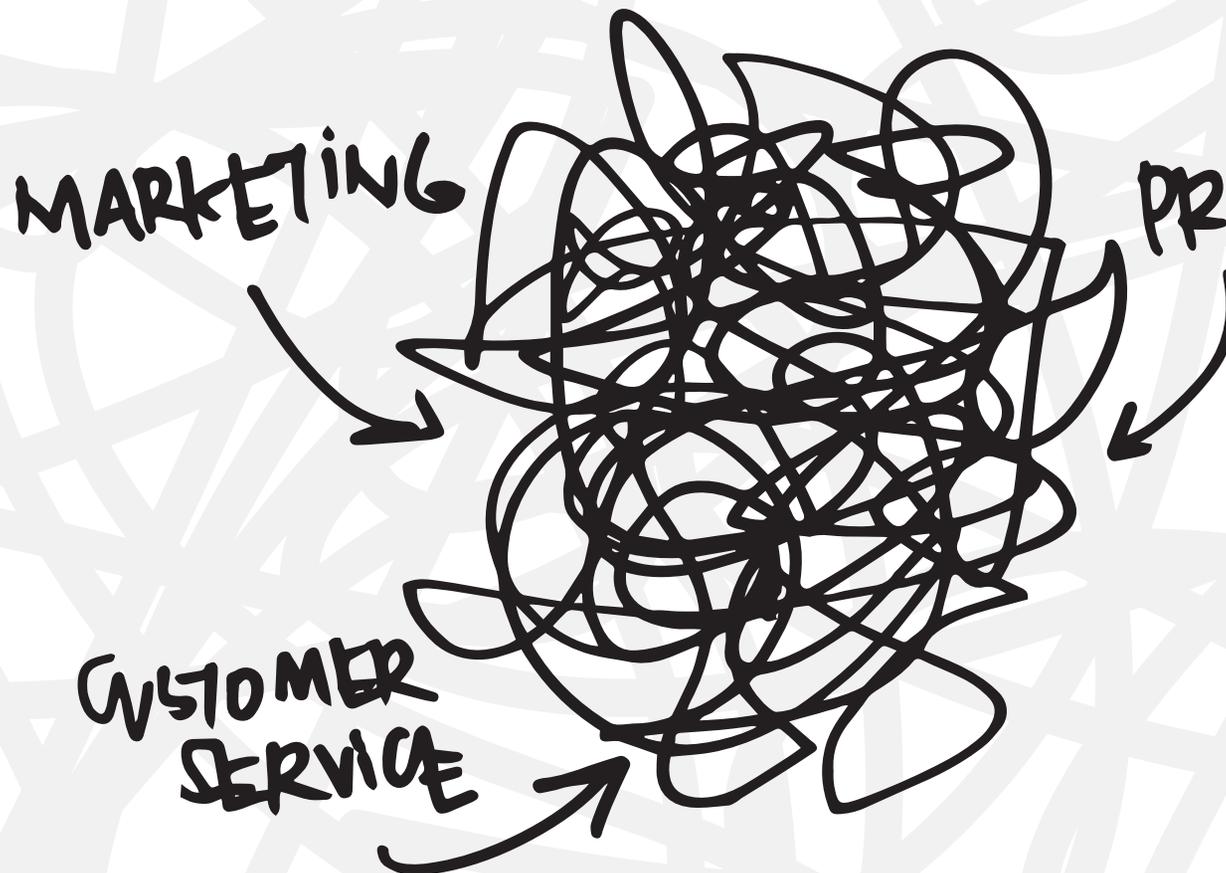
## **JUST BE A HUMAN PERSON**

- 1. Say the words, "I'm sorry."**
- 2. Acknowledge their pain.**
- 3. Take responsibility for solving the problem or finding someone who can solve the problem.**
- 4. Don't blame other people.**



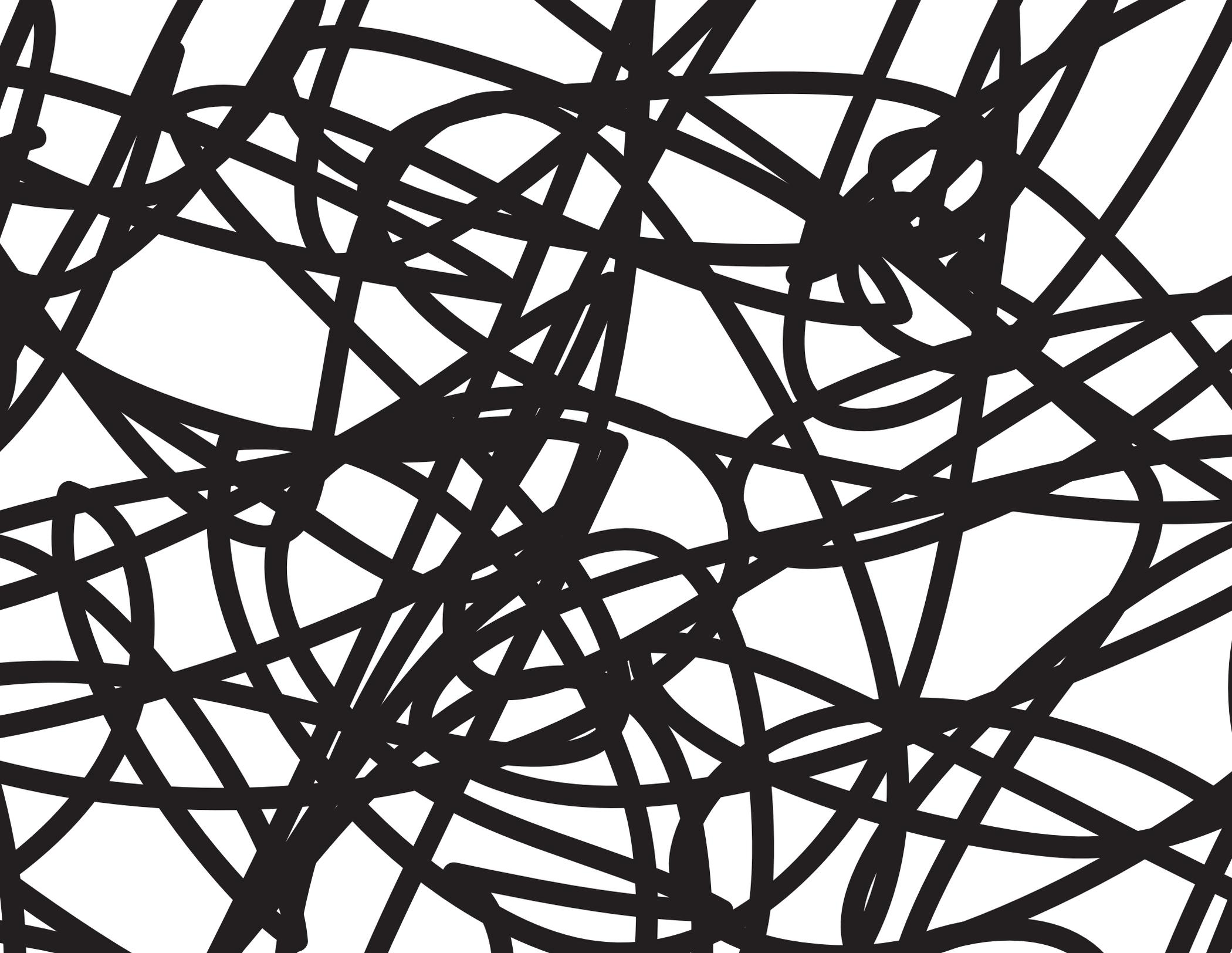
**EVERYTHING IS MARKETING IS CUSTOMER SERVICE IS**

# THE STRAIGHTFORWARD RELATIONSHIP BETWEEN MARKETING, PR, & CUSTOMER SERVICE



**I've tried to separate customer service, marketing, and public relations from one another, but in a small business like mine it's a waste of time to look for their edges.**

**A better use of my time? Telling a good story by taking unusually good care of the people we serve.**



**MARKETING  
IS REALLY JUST  
STORYTELLING**

**BUSINESSES LOVE MARKETING. HUMANS LOVE STORIES.**

# **TELLING GOOD STORIES IS NEVER ABOUT YOU, IT'S ALWAYS ABOUT THEM.**

**Telling a good story is not about getting people you don't care about to do things they don't want to do. It's about connecting people you do care about with my something they will value.**

**Good stories are all about the listener.**

**Serve your audience well by giving them good stories to enjoy, own, and share.**

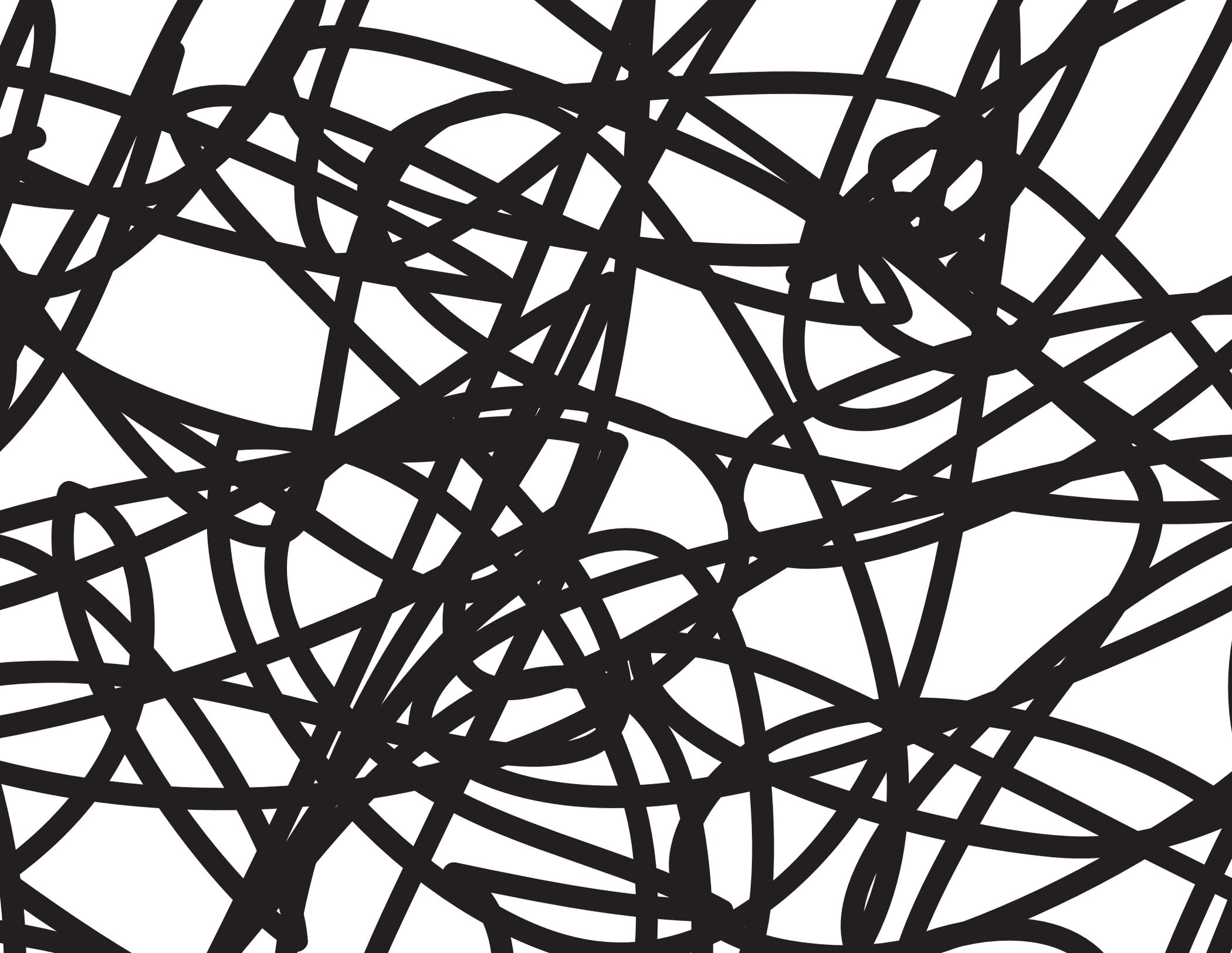
**Every  
self-centered  
marketing idea  
I've ever contrived  
has failed,  
while every  
genuine act of  
service has turned  
into a great story.**

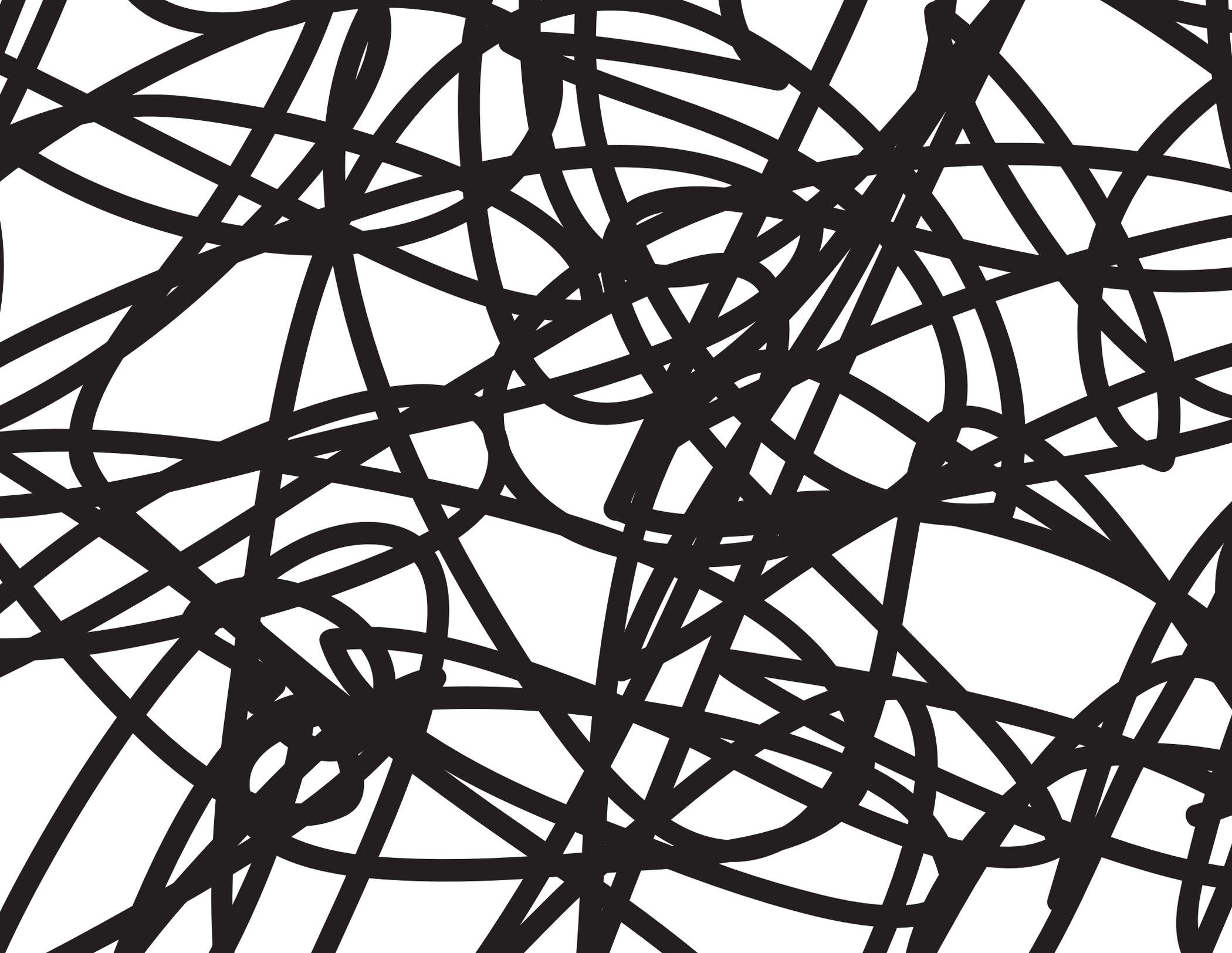
**Before you tweet it, blog it, print it, or slap it on a billboard, you have to ask yourself if you are telling a story your customers will actually care about.**

**Your product or service isn't for you, it's for your customer.**

**The same goes for the story you're telling about your product or service. It's not for you, it's for your customer.**

**If your story isn't for your customer  
it's time to come up with a better story.**





# ***TRUST VS. OBEDIENCE***

**Immature leaders demand obedience.  
Mature leaders build trust.**

It's not enough for my staff to obey me, I need them to trust me.

Asking them to show up every day, do what I demand, and then go home with a few dollars in their pocket is not how *this* work gets done.

The immature leader is fixated on things like compliance, blind followership, and feelings of power.

The mature leader understands that when your people trust that you're acting in their best interest and that you give at least half a damn about them, you won't have to make demands at all.

# THESE PEOPLE ARE LIKE MY FAMILY

**I spend as much time with my employees as I do with my real family.**

**And they drive me just as nuts.**

Sure, if I stop paying my staff they'll stop showing up, but I hope my actions toward them engender the kind of trust and loyalty that makes them view their work as something more than performing a series of tasks for a prescribed amount of cash.

I hope they view their work, and the reason for it, as something that matters.

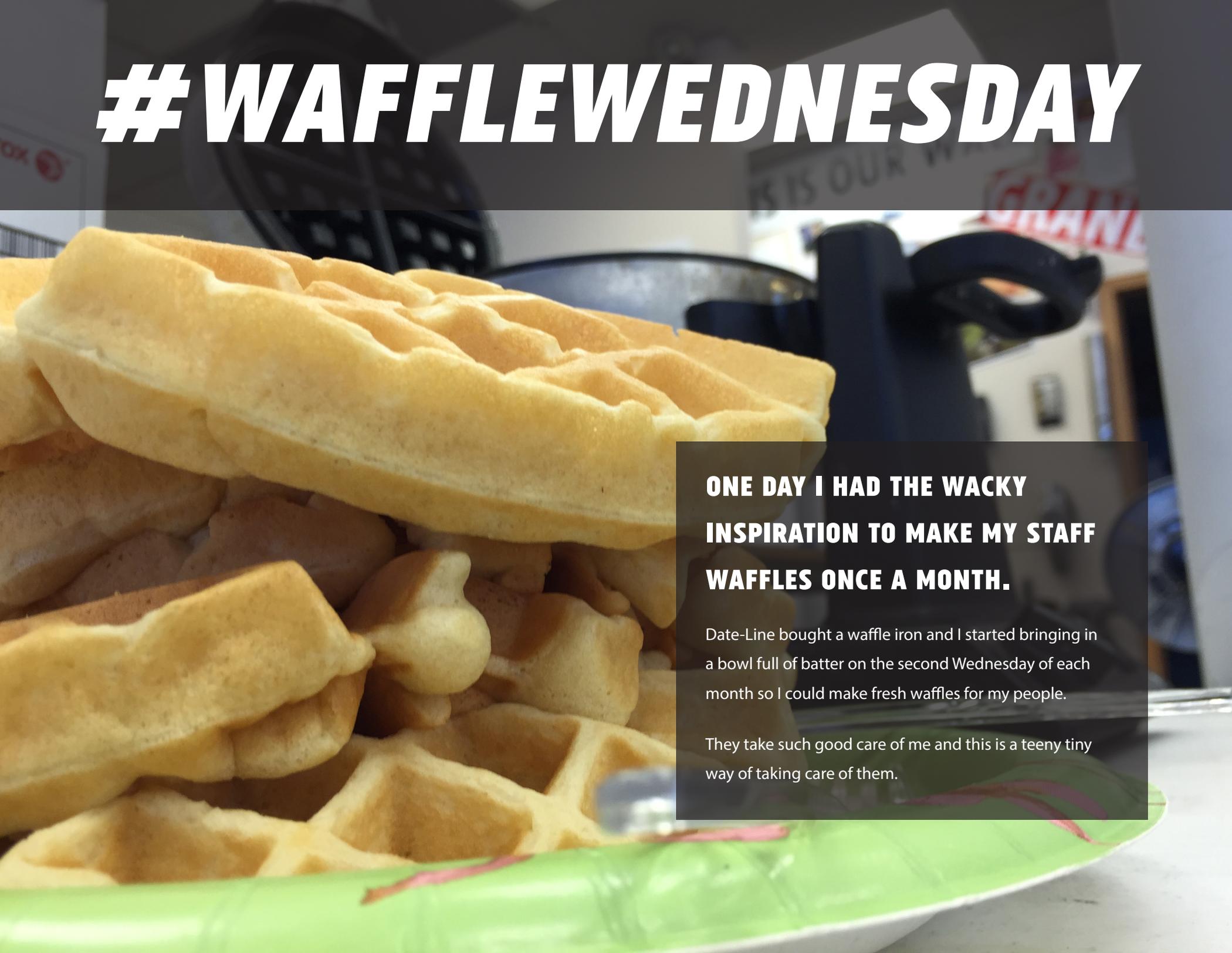
It's my job to demonstrate a willingness to sacrifice for them so they will be willing to sacrifice for *each other*. It's my job to take such good care of them that they are free to take unusually good care of the people they serve.

Every new hire changes the personality of the group and it's important that I choose the right people.

Technical skill matters, but it can be taught.

**Being a decent, caring human matters so much more because you either are one, or you aren't.**

# #WAFFLEWEDNESDAY



**ONE DAY I HAD THE WACKY  
INSPIRATION TO MAKE MY STAFF  
WAFFLES ONCE A MONTH.**

Date-Line bought a waffle iron and I started bringing in a bowl full of batter on the second Wednesday of each month so I could make fresh waffles for my people.

They take such good care of me and this is a teeny tiny way of taking care of them.

# ARE YOU THE **BOSS**, DADDY?

**One night at bedtime my daughter asked if I was the boss at Date-Line.**

She knew the answer to the question and was clearly stalling to keep me in the room for another 5 minutes, but I was curious to find out where she was going with it, so I played along and told her what she already knew.

She then proceeded to ask if being the boss meant that I didn't have to go to work the next day if I didn't want to.

I sat down next to her and explained that while I had the authority to skip work if I felt

like it, I also had a responsibility to take care of my people.

That obviously was not the answer she was looking for.

I let her know that there is a difference between planning to be away (which can certainly be a perk of ownership) and leaving your employees hanging because you decided to indulge your liberty and take the day off at the last minute.

Just like I have a responsibility as her father to take care of her, I have a responsibility to do the right thing when it comes to my employees.

She paused for a moment and then asked for a bit of clarification:

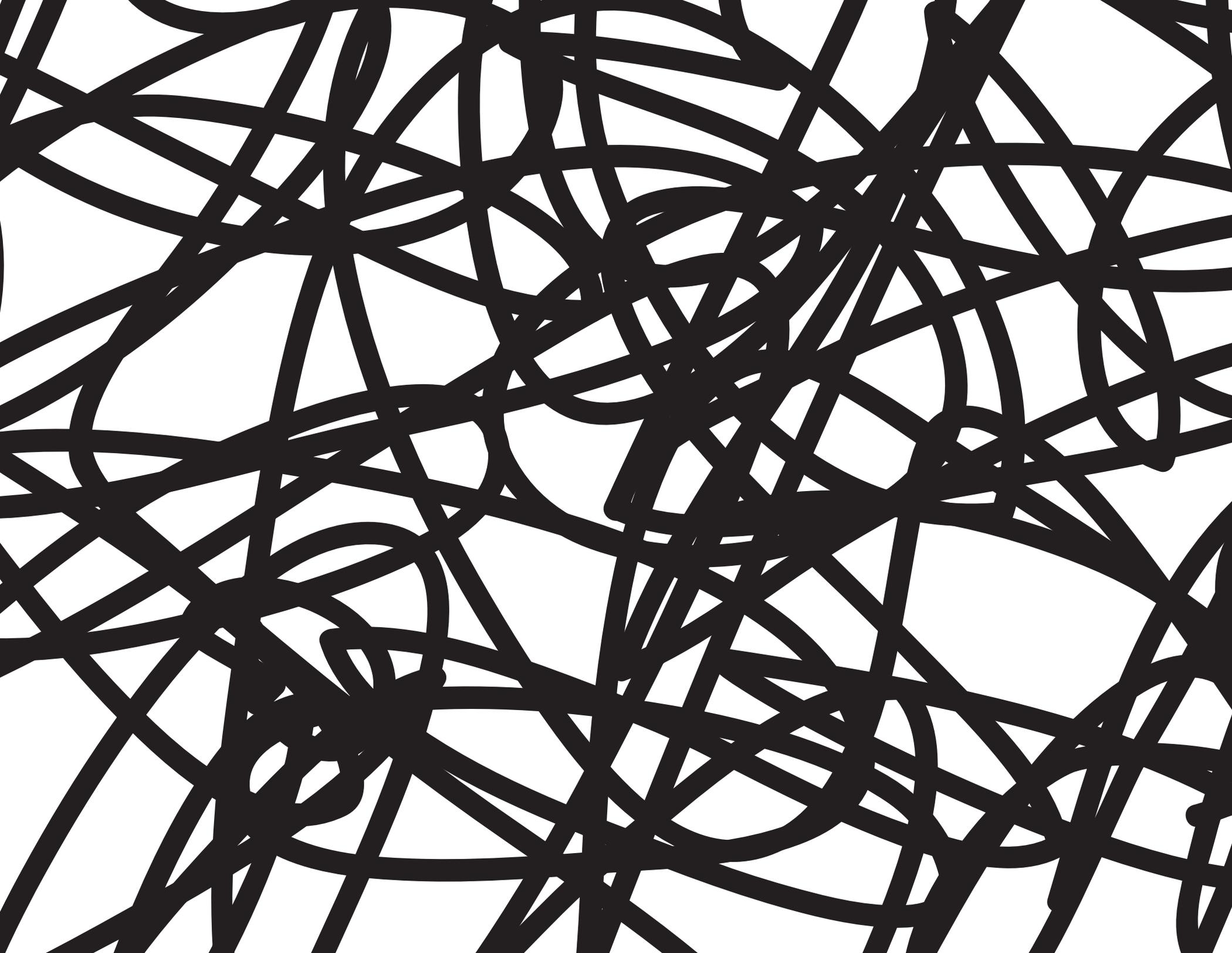
**“So you don't have to go to work if you don't want to, right?”**

I didn't exactly get through to her on that specific occasion, but I hope this little story is a reminder that leadership isn't about enjoying the luxury of doing all the things we want to do, it's about taking care of the people for whom we are responsible.

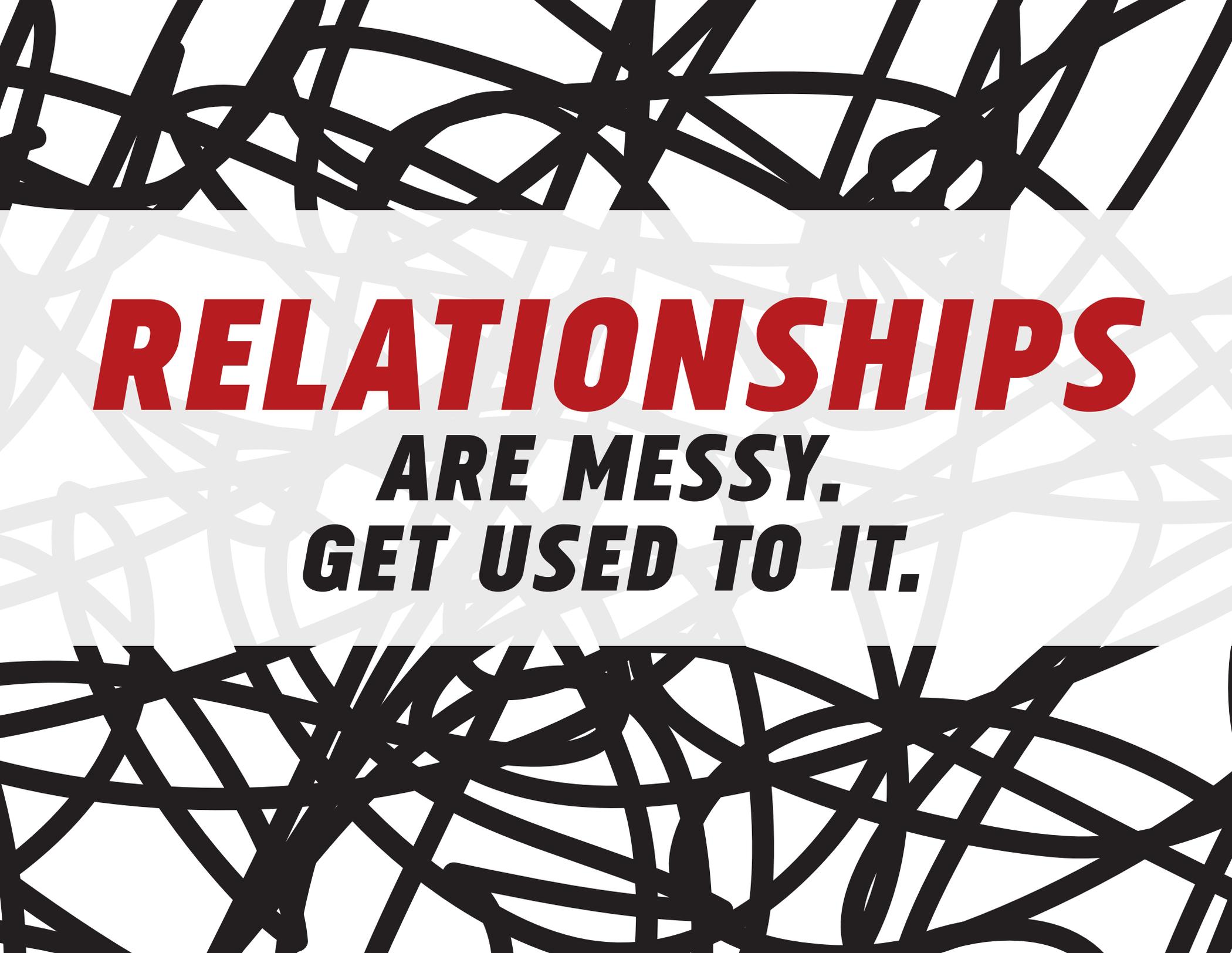
And don't ever forget:

**Not all bosses are leaders...  
and not all leaders are bosses.**

**Your legacy will not be  
about what you did for  
yourself.**

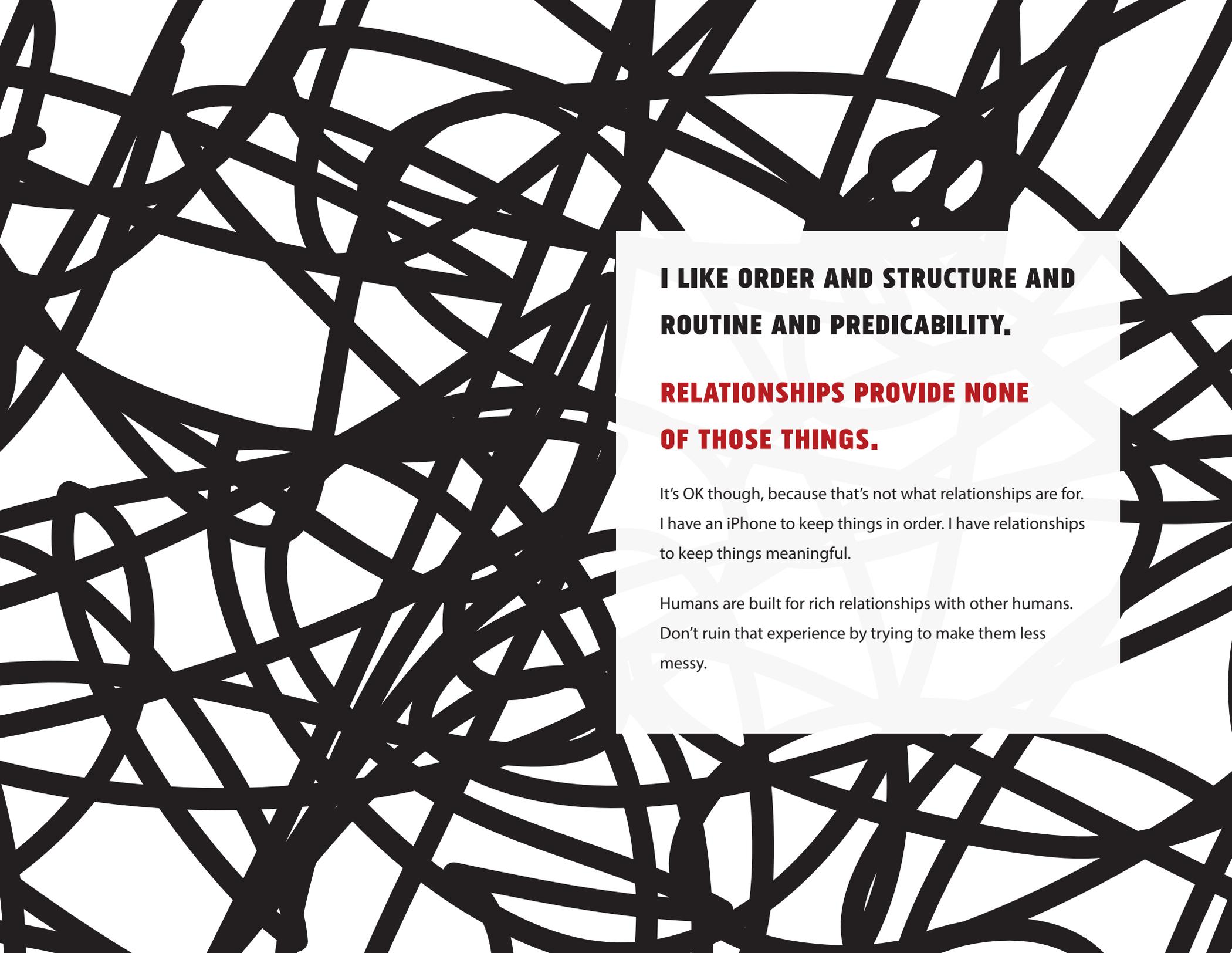


**THE ORGANIZATION THAT  
MAKES IT DIFFICULT FOR  
THEIR PEOPLE TO DREAM  
BIG DREAMS WILL GET  
WHAT IT DESERVES.**



***RELATIONSHIPS***

***ARE MESSY.  
GET USED TO IT.***



**I LIKE ORDER AND STRUCTURE AND  
ROUTINE AND PREDICABILITY.**

**RELATIONSHIPS PROVIDE NONE  
OF THOSE THINGS.**

It's OK though, because that's not what relationships are for. I have an iPhone to keep things in order. I have relationships to keep things meaningful.

Humans are built for rich relationships with other humans. Don't ruin that experience by trying to make them less messy.

***BUSINESS MAY BE  
ABOUT RELATIONSHIPS,  
BUT RELATIONSHIPS ARE  
NEVER ABOUT BUSINESS.***

***THAT WOULD BE GROSS.***

**LOVING  
PEOPLE WILL  
NECESSARILY  
COST YOU  
SOMETHING.**

**MAYBE  
EVERYTHING.**

**SO WILL  
NOT LOVING  
PEOPLE.**

**CHOOSE  
LOVE.**



**THX**  
**FBX**

# IT TOOK ME 35 YEARS TO REALIZE HOW MUCH I WAS STEALING FROM THE PEOPLE WHO MEANT THE MOST TO ME

At the end of 2011, just two years removed from nearly losing my business, an idea got ahold of me and wouldn't let go.

My wife Nicole was involved in a women's group at our church that was studying gratitude, and each week she would come home and give me the Cliffs Notes version of their discussion.

The more I listened the more I was aware of just how much I sucked at expressing my gratitude. It's not that I wasn't polite; I was fine at saying thank you to the clerk at the grocery store or to someone who held a door for me. The problem that wouldn't let go of me was that I didn't take the time to express real gratitude to people for the way they enriched my life.

We all know how wonderful it feels to have someone come up to us, or call us, or send us a note, to say thank you for a contribution we made. It's a glorious feeling.

**All I could think about was how I had been stealing that feeling from everyone to whom I had been *silently* thankful.**

Barf.

I couldn't shake the idea that I needed to be much more purposeful about expressing my gratitude, so I decided I would send a thank you card every business day in 2012.

Choosing to go from 0 cards in 2011 to 260 cards in 2012 was basically insane. It was the perfect setup for failure but I was oblivious to the peril.

Having incredible printing equipment at my disposal allowed me to begin designing and printing my own cards and I began sending them each morning without fail.

I expected the daily process of sending a card to be a discipline, something that was laborious and painstaking. I suppose it was, at first, but it wasn't long before I looked forward to sending the cards each day because it felt so good.

The problem was no longer in mustering the discipline to put pen to paper, but in reconciling the fact that these cards were supposed to be a gift to someone I cared about, so it felt inherently selfish to enjoy crafting them each day.

By March I had quite a collection of silly, wacky, off-beat thank you cards to send and I began to wonder if there weren't more ways the cards could be used.

One day I kicked the crazy idea to my business partner to simply give the cards away to our friends and neighbors. Within about 30 minutes we had the broad strokes for a project that we call Thanks Fairbanks.

The idea was simple: Fairbanks residents could sign up in our store or online and receive 3 thank you cards on the spot and 3 new thank you cards every three months. For free.

The program combined something we cared about (gratitude) with something we were good at (printing and mailing things) and it felt like the perfect way to spread a culture of gratitude in our community.

Thanks Fairbanks shares thousands and thousands of thank you cards with Fairbanksans each year and has garnered a significant amount of attention for our little business. We believe the project

was instrumental in our being selected as the Business of the Year by the Greater Fairbanks Chamber of Commerce in 2013, our being recognized by the US Chamber of Commerce as one of 100 Blue Ribbon Small Businesses in 2014, and our being named

the Small Business of the Year by the Alaska Chamber in 2015.

We also believe it was instrumental in making gratitude top-of-mind in our community, which matters infinitely more

than awards. I've had the great pleasure of talking about Thanks Fairbanks and promoting purposeful expressions of gratitude at venues all over Fairbanks and as a speaker at TEDx Anchorage.

***Choosing to go from 0 cards in 2011 to 260 cards in 2012 was basically insane. It was the perfect setup for failure but I was oblivious to the peril.***

**I firmly believe that the only reason this project has garnered so much attention and support is that it is genuine.**

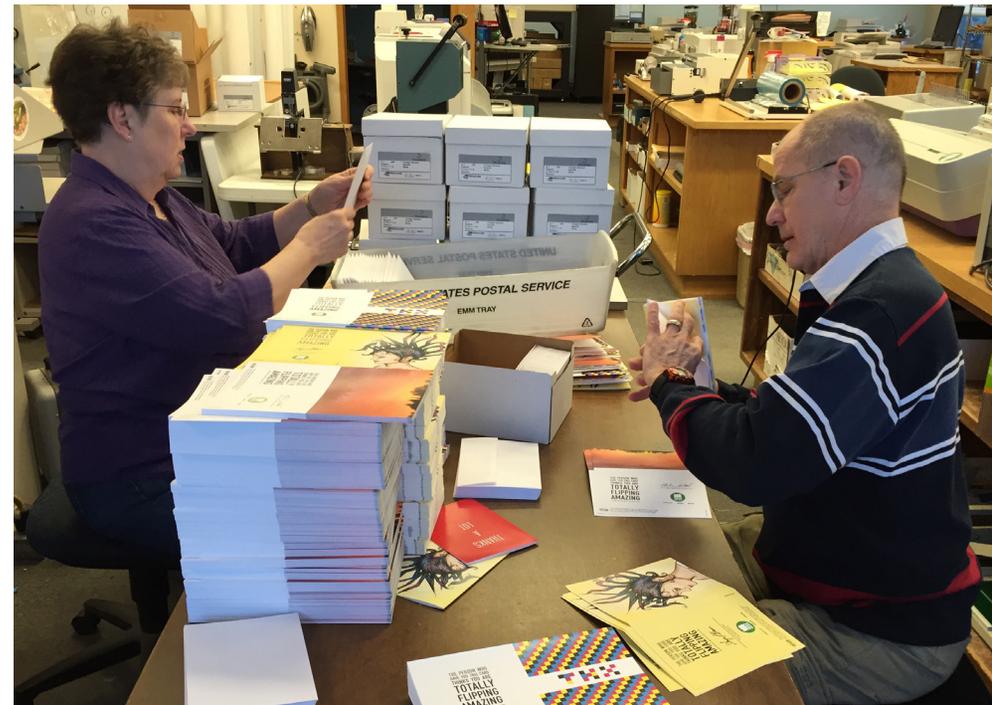
**Thanks Fairbanks is a very real expression of something we value as human people who run a company, and that makes it a story worth sharing.**

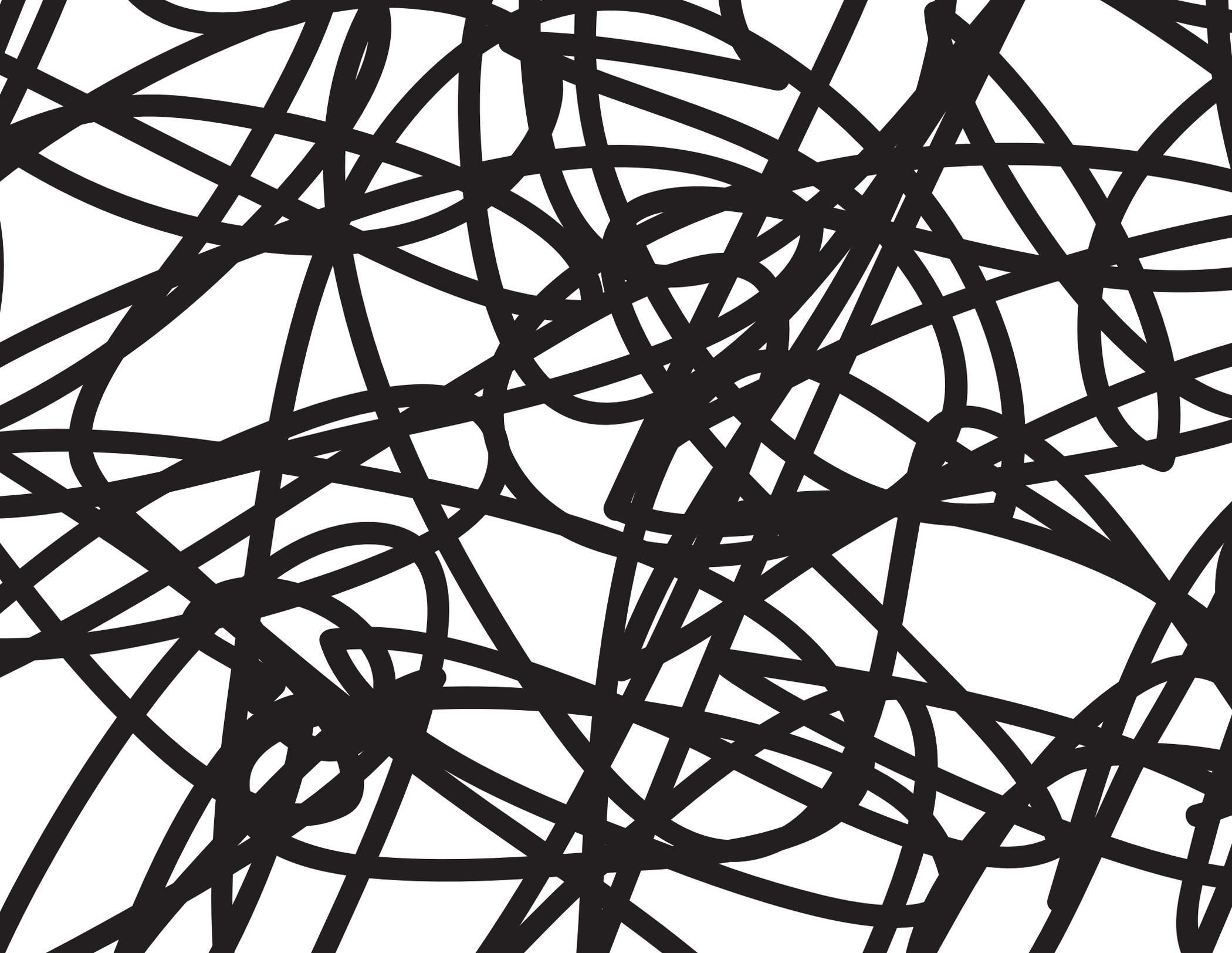
In April of 2014, just days after I was on the stage at TEDxAnchorage talking about how gratitude is changing our community, we held an open house at Date-Line and invited our friends and neighbors in to see how we make the cards. They were able to participate in printing, cutting, and folding the cards they would take home with them that day. It was a lot of fun to see so many visitors who were excited about the idea of expressing gratitude.

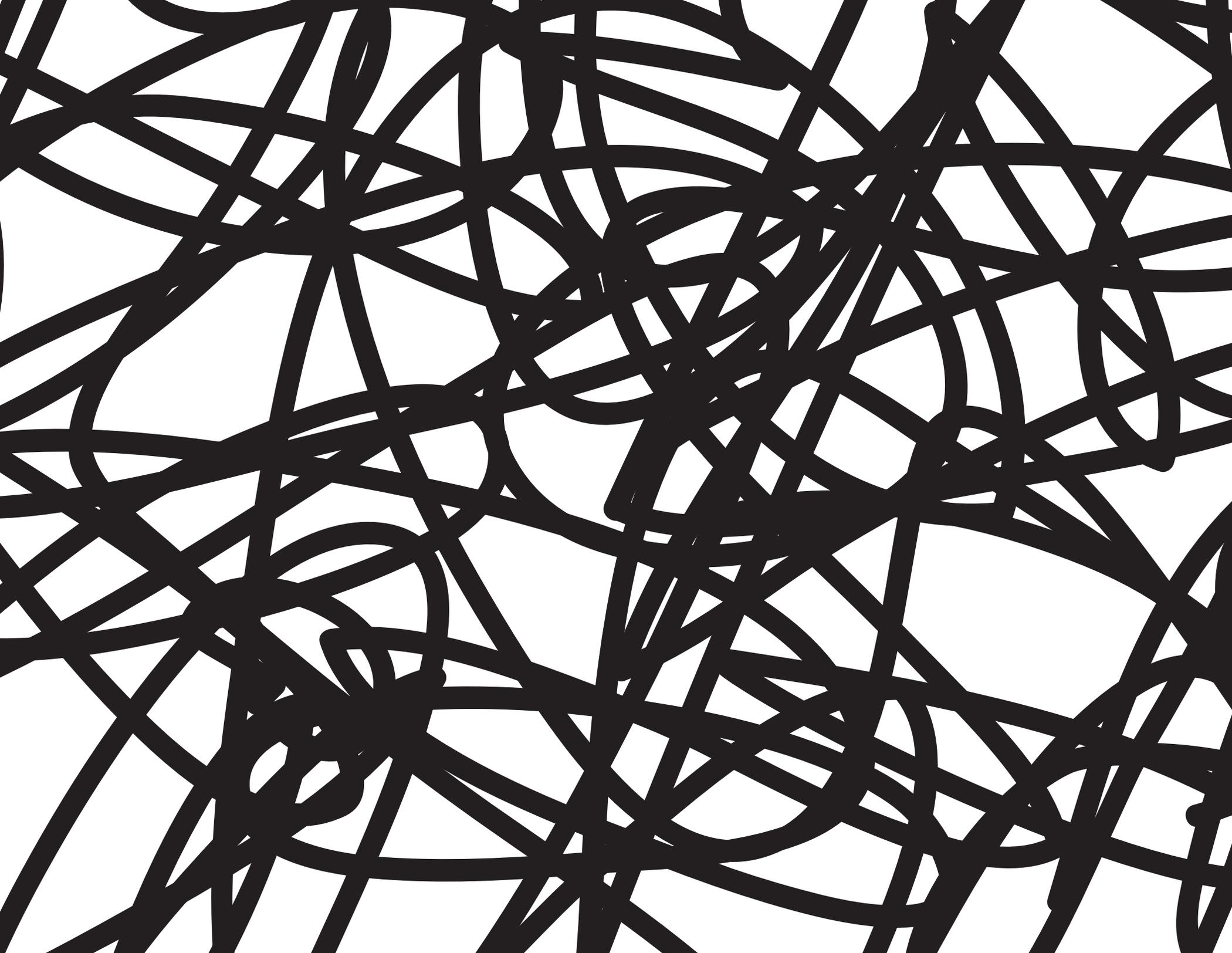
We used the occasion of that open house to dub our lobby the **Fortress of Gratitude** and invited attendees to post messages of gratitude on its walls. Our lobby is littered with more than 1,000 notes of gratitude and it is truly a great place to meander when you need a little pick me up.

Most of the unusual designs we feature on our cards are created in-house, but we have been incredibly fortunate to be able to share designs from some of our favorite local artists like Lucas Elliott, Jamie Smith, and Brianna Reagan. We've also had contributions from former Fairbanks artists working outside of Alaska like Seattle's Willow Heath and Date-Line alums Shayna Hawkins, and Shawna Zusi-Cobb. We are so thankful for their involvement in this project.

**I also want to add a very special thank you to my parents Dave and Kathy Welch** (pictured below) who have stuffed the vast majority of the cards we share into envelopes for mailing. They joyfully volunteer to spend a few hours each quarter preparing the mailings and this project would be much more cumbersome without their help.







***DO THE RIGHT THING***

***ESPECIALLY IF IT'S INCONVENIENT***

# ***MONEY ≠ SUCCESS***

## **Businesses have to make money,**

that's an imperative. It seems shortsighted, though, to presume that the number at the bottom of the page is the only – or even the most important – way to measure the success of a business.

What if, in addition to generating more cash than they spend, businesses were platforms to do work that really matters? What if ensuring the fiscal health of a business was a means of sustaining the work of caring for people and enriching the community in which they exist?

**I love businesses that aren't afraid to sacrifice a little profit to do something they truly care about.**

**I want to build that kind of business.**



***SHUT UP  
AND LISTEN***

(stay here for as long as it takes)

A top-down view of a drum set. The central focus is a snare drum with two wooden drumsticks resting on it. The sticks have "REGAL TIP" printed on them. To the right is a large, shiny brass cymbal with "MEDIUM RIDE" inscribed on its surface. Below the snare is a tom drum. To the left, another cymbal is partially visible with "TOP STICK MARK" and "HI HAT" printed on it. The background shows other parts of the drum set, including a hi-hat and a floor tom, and some studio equipment like a microphone stand and cables on a carpeted floor.

**COMMUNICATION  
IS MOSTLY  
LISTENING**

# I started playing the drums in the fall of 1988.

I'd listened to my dad play the drums at home and in church for years, but it wasn't until I started junior high that the drumming bug finally bit me.

It felt natural from day one, but that doesn't mean I was always a good drummer. Like most beginning musicians, I was very terrible for a long time. Louder! Faster!

Terrible.

I never took any formal lessons and didn't even join the school band until my freshman year of high school, but I spent most of my teenage years with headphones on. Listening. At the time it probably seemed like I was being entertained (or reclusive, to my parents), but I realize now that I was in music school.

My gifts as a drummer have never been technical. I am not known for speed, multi-limb independence, or relentless precision, but people seem to like to play music with me because I'm a pretty good at listening, interpreting, and contributing something musically interesting.

Paying attention to what everyone else is playing, watching their body language for cues about changes in dynamics or arrangement – these are the keys to knowing how the things you add to the mix will enhance (or ruin) the music.

Being able to listen critically, combined with a necessary measure of technical competence and a musical vocabulary that allows you to turn the information you gather into something musically valuable, can make a good musician great.

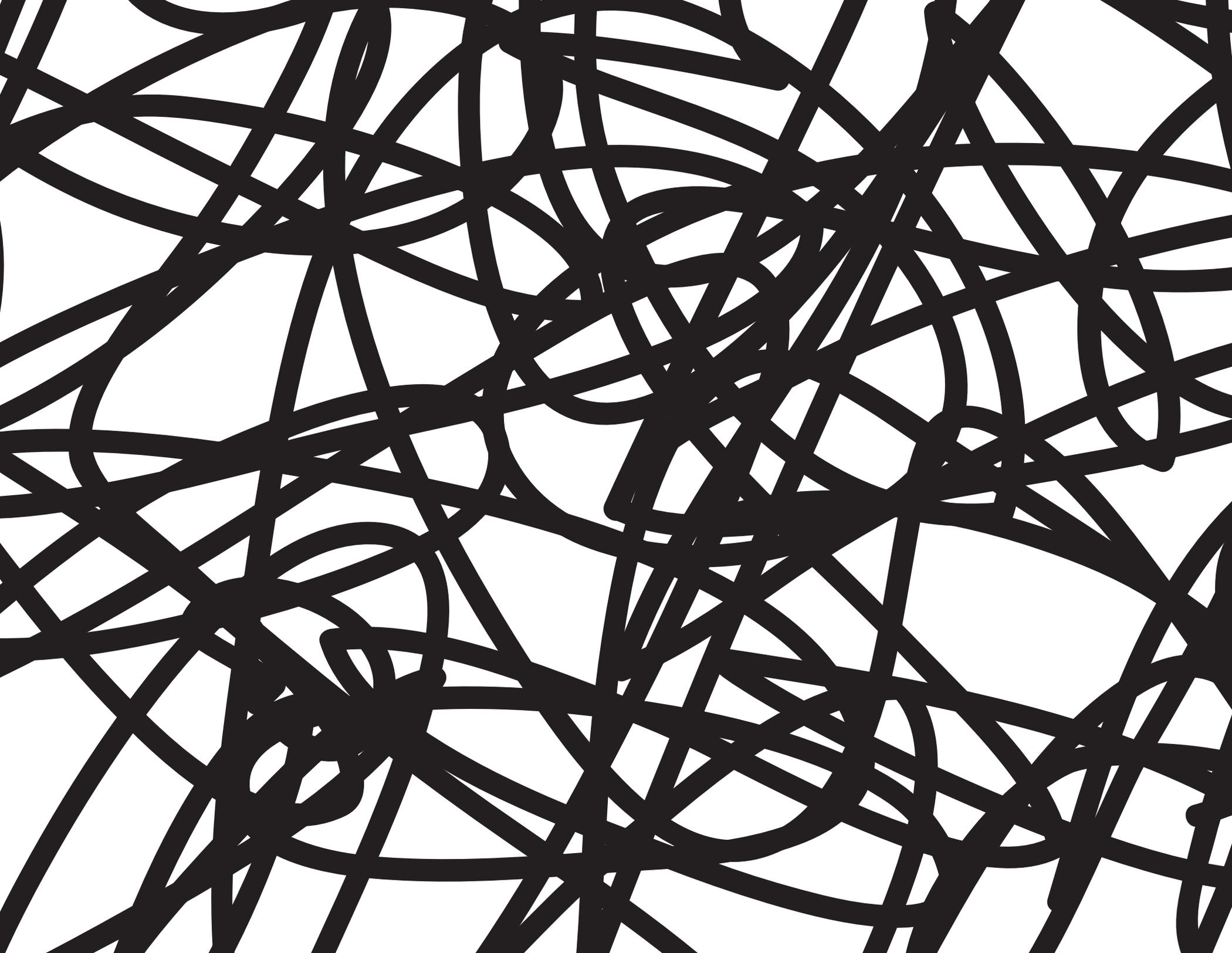
## **Your work is also mostly listening.**

You must have a baseline level of skill in your area of endeavor, but listening, observing, and being able to turn that knowledge into something contextually useful are tremendous multipliers of that skill.

Observing group dynamics and listening to what people are saying (and *how* they're saying it) will give you the tools to make your contributions much more valuable.

## **Don't worry about contributing *more*.**

## **Practice listening so you'll know how to contribute *well*.**





***START NOW.***

# SIMPLIFY AND EXECUTE

## Make your **project** less complicated.

I am really good at making projects much more complicated than they need to be and failing to ever get them finished.

One way to simplify and execute is to evaluate your project and cut out all the extra bits and pieces that are preventing you from calling it “done” and shipping it out the door.

A finished project that isn't as robust as you'd originally planned is still better than an unfinished project with no realistic hopes of ever being completed.

## Make your **process** less complicated.

I have a drawer in my office with hundreds of envelopes that are pre-printed with my return address and pre-stamped for mailing. When I started sending a thank you card every day I realized pretty quickly that I needed to make it as simple as I possibly could to sit down and write a card each morning.

Putting a stamp on an envelope *seems* like a stupid barrier to entry, but I recognized that I was much more likely to write and mail the card if I only had to write and mail the card.

Find the small inconveniences present in your process and remove them any way you can.

**Become relentless about execution.**

**I'VE DONE A  
THOUSAND THINGS  
THAT COULD HAVE  
BEEN BETTER IF  
THERE HAD BEEN  
JUST A LITTLE  
MORE TIME TO  
WORK ON THEM.**

**AND THEN THERE  
ARE A THOUSAND  
OTHER THINGS I  
NEVER FINISHED  
BECAUSE THERE  
WAS.**

***WHEN IN DOUBT,  
CHOOSE.***

The more you choose, the easier it will get. You will make the wrong choices sometimes, but being paralyzed with doubt is never the solution.

# ARE WE JUST PUTTING OFF DIFFICULT DECISIONS?

I believe procrastination happens for one of two reasons: there is an **action** we don't want to take or there is a **decision** we don't want to make.

I often think I am procrastinating because I want to avoid an undesirable action only to discover that I was really putting off a difficult decision.

Did I really procrastinate gutting and organizing the supply room at my business because I didn't want to do the physical work? Or was it because the storage room was full of items I needed to make decisions about?

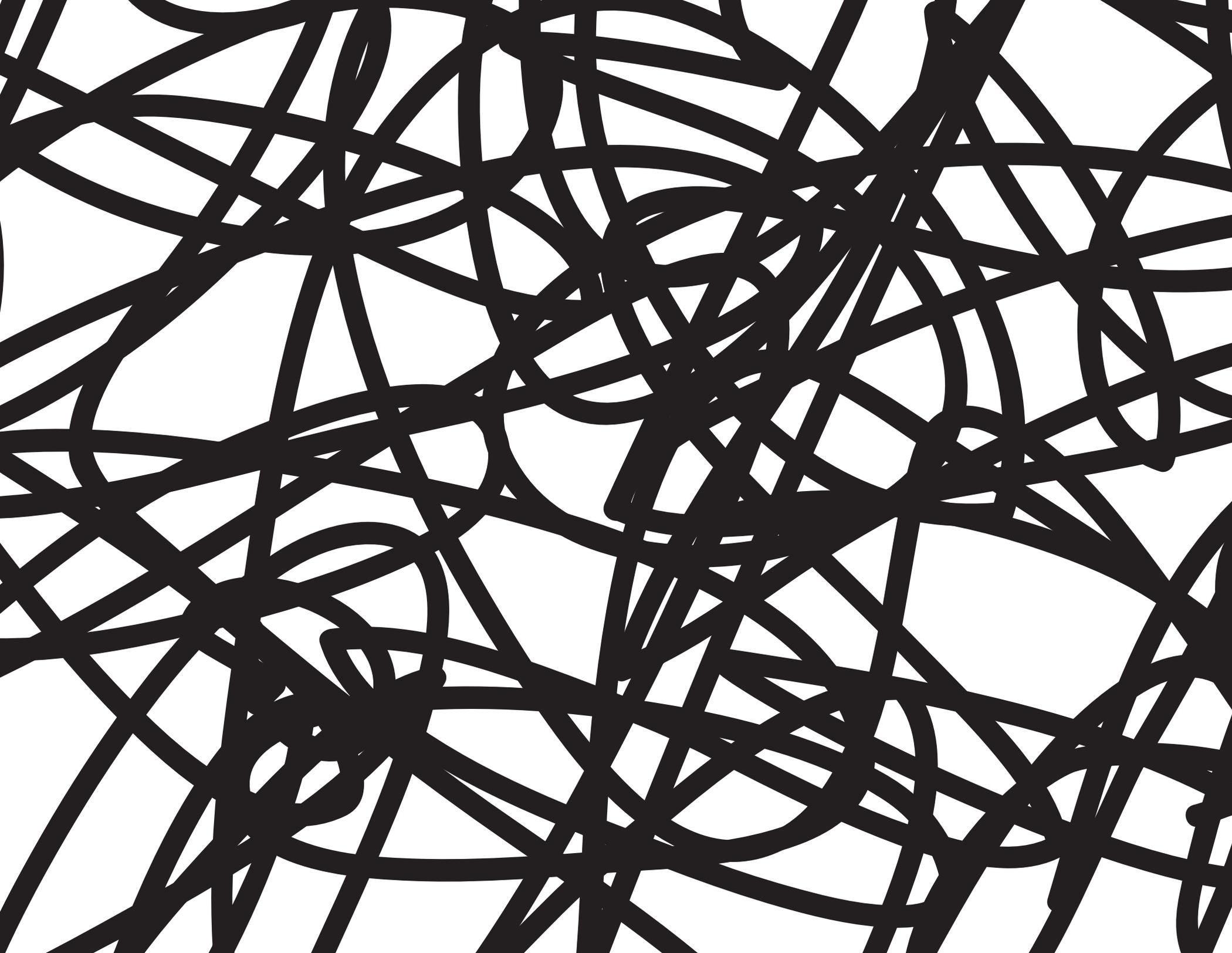
# I'm writing this page in an airport.

I do my best work thousands of miles away from my office. It's amazing how much even a few hours of separation from the real world can help me tap into ideas and inspiration that were buried by the day-to-day responsibilities of work and life.

Most people, myself very much included, don't have the luxury of traveling thousands of miles from home just to engage in a few hours of their best work, but we do have the responsibility to know ourselves well enough to understand how to leverage our internal wiring for maximum effectiveness.

Are you most inspired or productive in the morning? Do you do your best work after a run? Does a 15-minute nap during lunch net you an extra hour of productive work later in the day?

I'm not trying to tell you what to do to make your time at work more effective and valuable, but that it's worth spending some time identifying the tactics and behaviors that yield the best outputs for you.



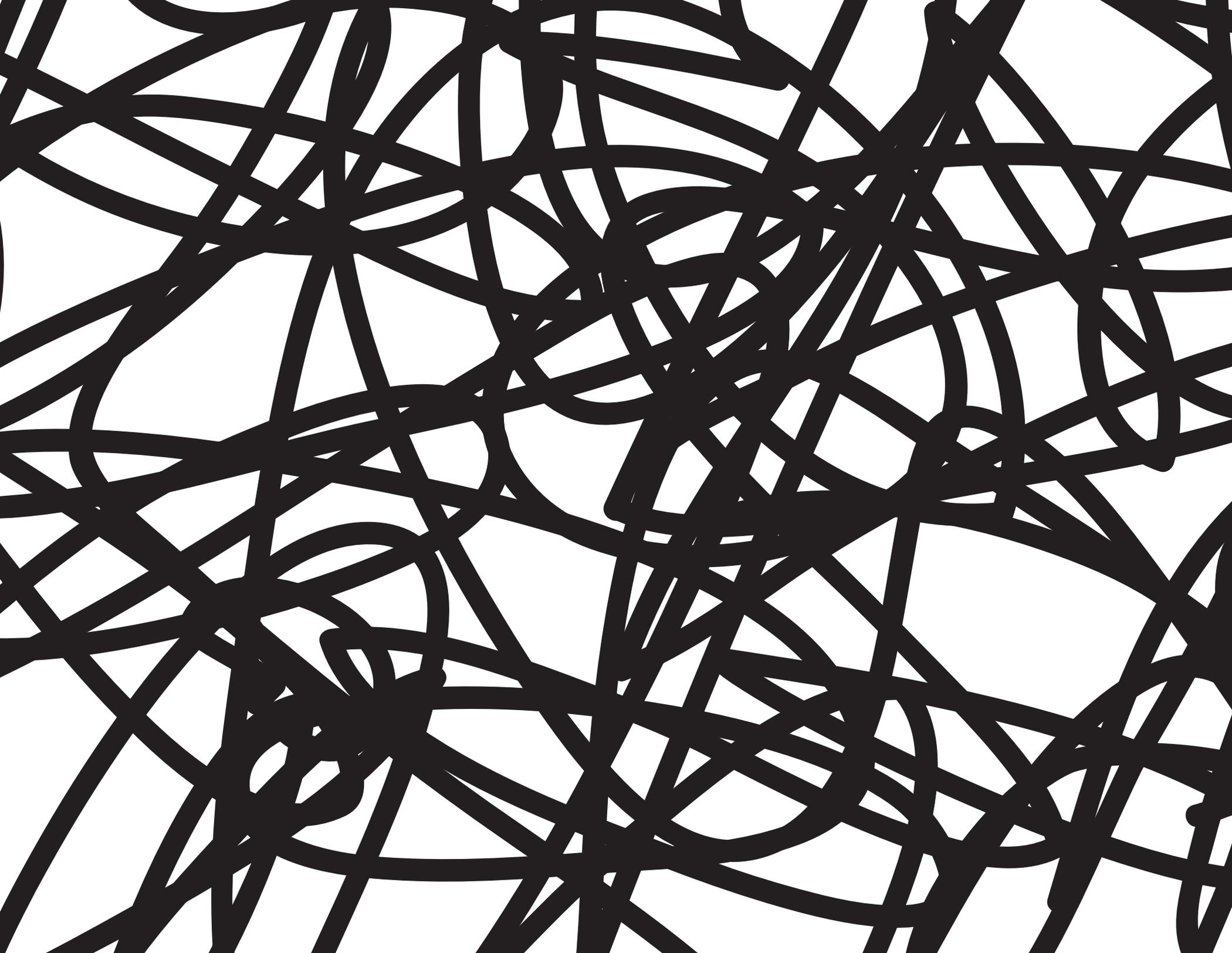
**THINGS YOU  
CARE DEEPLY  
ABOUT**

**M  
A  
G  
I  
C**

**THINGS YOU  
ARE REALLY  
GOOD AT**

**The **Thanks Fairbanks** project works because it exists where our technical abilities at Date-Line Digital Printing overlap with our personal passion for gratitude.**

**Your most magical and effective work will also exist at the confluence of your passions and skills.**



**YOUR IDEA  
MIGHT BE  
DUMB,  
BUT...**

**At some point you are going to have an idea you think is really wonderful.**

Over time that idea may stop feeling wonderful and start feeling stupid. I don't know your idea and it's possible that it really is dumb, but remember this: not only are there grown-ups currently being paid millions of dollars to play children's games, but there are also thousands of other grown-ups employed by an industry that does nothing but "analyze" the performance of the grown-ups who play children's games.

**How does your idea sound now?**

***WE WOULDN'T  
NEED YOU IF  
THE WORK  
WAS EASY.***

***ANYONE CAN DO EASY.***

**Your work isn't always easy?**

**That's wonderful!**

**Doing the hard work no one else is  
capable of doing makes you remarkable.**

**So does doing the hard work no one else  
wants to do.**

***MONDAY IS***

***NOT READY***

***FOR YOU***

**I HAVE THE UNIQUE LUXURY OF DOING WORK I LOVE SO MUCH THAT IT'S WOVEN IT INTO THE FABRIC OF MY LIFE. MY BRAIN DOESN'T STOP CHEWING ON THIS WORK JUST BECAUSE IT IS SATURDAY OR 3:00AM...AND MONDAY IS JUST ANOTHER DAY TO ACCOMPLISH SOMETHING INTERESTING.**

**MY PERSONAL LIFE AND MY WORK ARE BASICALLY A GIANT BLOB.**

I understand that this is not a luxury everyone enjoys, but here's why I think making Monday the bad guy is such a slippery slope, even if you don't love your work.

The problem with hating Monday is that it reinforces the negative aspects of returning to work each week and becomes a self-fulfilling prophecy.

Humans like you and I are wired for stories and if the stories we tell ourselves center on our work being the enemy and Monday being the worst part of every week, those things will become our reality.

If you don't love your work, but hope to do work you love in the future, **just remember that we are all interviewing for our next opportunity right this minute.** We do it at the water cooler, we do it at our kid's soccer games, and we do it all over the Internet.

The people who will give you your next great opportunity are watching and listening to the story you're telling. Is your story about the great work you are doing and your capacity to do more? Or is your story about how much you hate the idea of coming back to work each week?

**Tell a better story. Kick Monday's ass.**

# ***DENOUEMENT***

**Publishing this weird book is the scariest thing I've done in a long time.**

**Now go do something that scares you in the pursuit of doing your very best work and building a life that matters.**

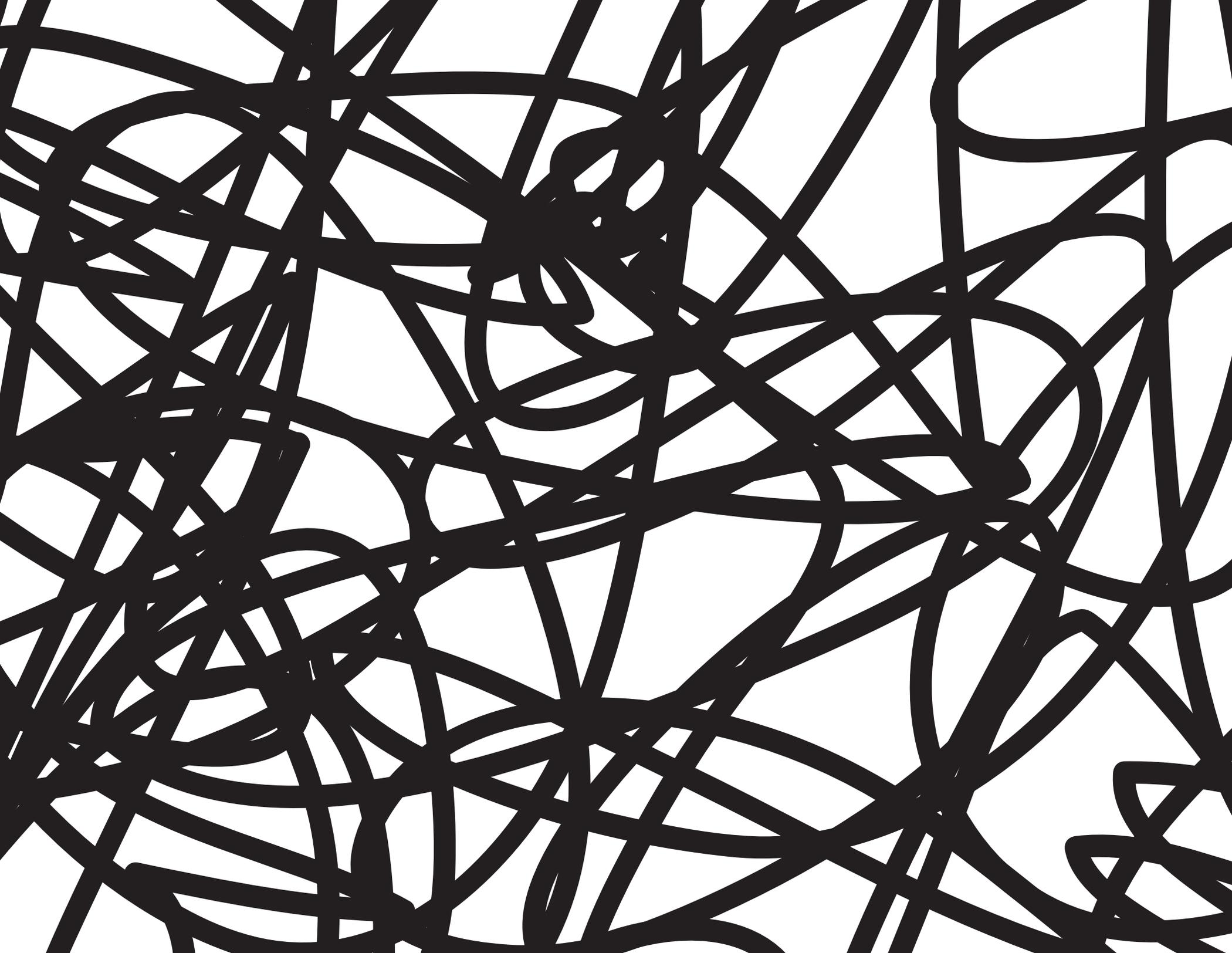
**We are all waiting...**

**If I can ever be of service to you, just call or e-mail me...**

**GEOFF WELCH 907-479-3831 [geoff@datelinedigital.com](mailto:geoff@datelinedigital.com)**

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# **Incomplete.**

## **That's what this is.**

**Mom & dad, thanks for a lifetime of love and support.**

**I would (literally) not be here without you.**

**Nicole, thanks for keeping me grounded without holding me down. This wouldn't be any fun without you. You are still the best thing that has ever happened to me.**

**Maddy, thanks for making me a dad and being such a great kid. I can't wait to see what you become, but I'm going to enjoy every minute of helping you get there.**

**Lauren, thanks for changing my whole damn life by seeing something in me I couldn't see in myself. Also, thanks for the incredibly last minute edits to this book. You can take the credit for anything that's right and any remaining errors are on me.**

**Amazing people I get to work with every day, thank you for your trust and constant support. None of this works without you and what you bring to the work.**

**Humans who I get to serve, thank you for believing in what we're doing at Date-Line Digital Printing, and for being so much fun to work with. You make it easy to love you.**

**Fairbanks, thanks for being such a wonderful place to live, work, and build a life that matters.**

**OH, AND  
HERE ARE A  
FEW SONGS  
I LISTEN  
TO WHEN  
I NEED A  
LITTLE ADDED  
MOTIVATION  
TO OWN A  
GIVEN DAY.**

**SINS OF MY YOUTH** NEON TREES  
**ONE OF THE BOYS** KATIE PERRY  
**THIS TOO SHALL PASS** OK GO  
**BORN FOR THIS** PARAMORE  
**DEATH OF COMMUNICATION** COMPANY OF THIEVES  
**RU MINE** ARCTIC MONKEYS  
**AROUND MY HEAD** CAGE THE ELEPHANT  
**LOVE ALONE IS WORTH THE FIGHT** SWITCHFOOT  
**LETTING YOU LET GO** PAPER ROUTE  
**QUESADILLA** WALK THE MOON  
**WAVES** ELECTRIC GUEST  
**DANCE, DANCE** FALL OUT BOY  
**LITTLE HOUSE** THE FRAY  
**GLASS EYES** NO FI SOUL REBELLION  
**YOU KNOW MY NAME** CHRIS CORNELL  
**WATERSHED** FOO FIGHTERS  
**I DON'T WANT TO BE** GAVIN DEGRAW  
**BARRACUDA** HEART  
**POSSE** KIMBRA  
**LITTLE ROSA** LETTERS TO CLEO  
**FIGURE.09** LINKIN PARK  
**MAKE THE MONEY** MACKLEMORE & RYAN LEWIS  
**ELECTRIFY** MUTEMATH  
**WHERE THE LINES OVERLAP** PARAMORE  
**FOR A PESSIMIST, I'M PRETTY OPTIMISTIC** PARAMORE  
**DECODE** PARAMORE  
**BULLS ON PARADE** RAGE AGAINST THE MACHINE  
**LITTLE BLACK DRESS** SARA BAREILLES  
**IN THE GIRL THERE'S A ROOM** SARA GROVES  
**MY GENERATION** STARFIELD  
**LOSING A WHOLE YEAR** THIRD EYE BLIND  
**BACK TO THE SHACK** WEEZER  
**TEENAGE DIRTBAG** WHEATUS  
**GIRLS** THE 1975

**YOU ARE A TOURIST** DEATH CAB FOR CUTIE  
**EMPIRE STATE OF MIND** JAY Z  
**BYE BYE BABY** OK GO  
**TRY ME ON** KARMIN  
**SABOTAGE** BEASTIE BOYS  
**TYPICAL** MUTEMATH  
**THE SPIRIT VS THE KICK** DRUM DEREK WEBB  
**BEAUTIFUL THINGS** GUNGOR  
**MAKE A NEW DANCE UP** HEY OCEAN!  
**MIXTAPE** JAMIE CULLUM  
**BIGGER THAN MY BODY** JOHN MAYER  
**WHO DID YOU THINK I WAS?** JOHN MAYER TRIO  
**BLACK SHEEP** METRIC  
**ODD SOUL** MUTEMATH  
**SMELLS LIKE TEEN SPIRIT** NIRVANA  
**REALIZE** OURS  
**NO SHELTER** RAGE AGAINST THE MACHINE  
**UNCHARTED** SARA BAREILLES  
**MONSTER** PARAMORE  
**AUSTRALIA** THE SHINS  
**VASOLINE** STONE TEMPLE PILOTS  
**IT'S GETTING BORING BY THE SEA** BLOOD RED SHOES  
**HIT THE FLOOR** LINKIN PARK  
**IN BLOOM** NIRVANA  
**SALTWATER HEART** SWITCHFOOT  
**WALKING WITH A GHOST** TEGAN AND SARA  
**LUNATIC** ANDY GRAMMER  
**HAVE & HOLD** YOUNG FANGS  
**ROSANNA** TOTO  
**EVERYTHING IS BEAUTIFUL** STARFIELD  
**FNT** SEMISONIC  
**ARMISTICE** MUTEMATH  
**CAROUSEL** PAPER ROUTE  
**FIREFLIES** OWL CITY



**Geoff Welch is a small business owner, speaker, and professional rule breaker who is determined to help people be more human at work.**

The President of Date-Line Digital Printing in Fairbanks, Alaska, Geoff uses his business as a platform from which to take care of people and enrich his community, a pursuit which has attracted a little bit of attention. Date-Line was named the Business of the Year by the Greater Fairbanks Chamber of Commerce in 2013, recognized by the U.S. Chamber of Commerce as one of 100 Blue Ribbon Businesses in America in 2014, and named the Business of the Year by the Alaska Chamber in 2015.

Geoff's "crisis of gratitude" was the genesis of Date-Line's Thanks Fairbanks project which shares thousands of free thank you cards with residents of his home town each year and was the topic of Geoff's talk at TEDxAnchorage.

Always up for a challenge, Geoff and his wife Nicole have chosen to raise a small human named Maddy without the aid of formal training.

