INDEX

The page numbers for charts, tables, and illustrations are in italics. The letter b following a page number indicates a box on that page. The letter n following a page number indicates a note on that page. The figure following the n indicates the number of the note.

A

ABC approach, 218, 231; application of, 214–17, 220–21; can-if and, 219; constraints, key benefits of, and, 210–11; creating abundance and, 219; emotions and, 219–20; path dependence and, 217; propelling questions and, 217; six steps of, 13, 218; stages, strategies and, 32; strategies and, 213–21, 218; victims, neutralizers, and transformers and, 216–17

about this book: aim of, 2; chapter summaries in, 15, 33, 55, 77, 101, 145, 171, 193, 207, 223, 234; focuses of, 14; six tools and, 11, 88; structure and use of, 12–14

abundance, 4–5; creation of, 123, 219; framework for the creation of, 119; summary of, 123. See also scarcity versus abundance

Abundance (Diamandis; Kotler), 197, 200

academic research, 236n12

Aesop, 158

Age of Invention, The, 233

Age of Unreason, The (Handy), 70–71

Airbnb, 61, 72b, 100; can-if and, 89, 97

Airbus, 108, 109, 232; Smarter Skies and, 108, 189

aircraft carriers, invention of, 53b

Air New Zealand, 50–51, 154, 156

Alstin, Terese, 93–94. See also Hövding

ambition: compromise and, 228–29; constraint and, 19–20; experience and, 68; families of, 69; growth and, 67; impact and, 67; leadership and, 228; Netafim and, 17–19; quality and, 67–68; superiority and, 68

Apatow, Judd, 134

Aravind eye hospitals, 8

Arden, Elizabeth, 170

Arthur, Brian, 205

Auty, Richard, 147
barley, irrigation of, 62
Barrett, Colleen, 8
Batty, Todd, 29
BAV Consulting, 74, 75, 253–60; Chipotle versus Taco Bell and, 254, 256; household cleaning products and, 253, 258, 259; luxury cars and, 253, 256–57, 257, 257–58; method and, 254, 260; performance versus green and, 253–54; quick service restaurants (QSR) and, 253, 254, 255; Tesla versus Mercedes-Benz and, 254, 255–56, 258
Behar, Yves, 9, 26–27, 164, 230; on creativity, 76; interview of, 27. See also One Laptop Per Child (OLPC)
Betabrand, 158
Bezos, Jeff, 201
Bierut, Michael, 9, 19–21, 28, 31
Blank Page, The (Joyce), 29–30
Blass, Simcha, 17–18
blue chickens, 120–21
Blumenthal, Neil, 155
Bowerman, Coach, 177
Bramah, Joseph, 170
Brand Asset Valuator (BAV), 74–76
Branson, Richard, 109, 201
BrewDog, 134, 138, 151–52; abundance and, 112; can-if and, 95; Never Mind The Anabolics and, 152
Brin, Sergey, 57
Brodsky, Norm: can-if and, 94; external partners and, 107
Brown, Tim, 41–42, 81
Business Week, 179
Calvin and Hobbes, 127
can-if, 1; ABC approach and, 219; Airbnb and, 89; Audi’s 2012 S8 and, 95–96; BrewDog and, 95; citizenM and, 90; creativity and, 96–97; Duolingo and, 89; EA’s FIFA 13 and, 89; failing forward and, 84–86; food trucks and, 94, 94; funding and, 94–95; giffgaff and, 91–92; Hövding and, 93–94; IBM’s Watson and, 95; insight, information and, 90–91; London crowd control and, 86–87; map, use of, 99–100, 118–19; map of, 97, 98, 99–100; mixing and, 95; MyDollarStore and, 92–93; new products, services and, 92–93; nine types of, 87–96; other people and, 89; Perfect Courier and, 94; PHD and, 90–91; power of, 80–81; Rent The Runway and, 96; sequences and, 81–83; Southcentral Foundation and, 88; substitution and, 93–94; subtraction and, 90; summary of, 101; Taiwan and, 81–83, 84; transformers and, 81; Unilever and, 92; Warburtons and, 79–80
Carse, James P., 231
Cat In the Hat (Geisel), 225
Chadha, Robin, 161–62; can-if and, 90
Challenger Project, 9, 235n11
challengers, 3–4, 9, 50; advertising and, 50–51; mental contrasting and, 137
Champion, Charles, 189
change, successful, elements of, 190
Charles Schwab Investment Management, 115b
charter schools, 237n10
Chipotle, 67, 73
Christensen, Clay, 237n4
Churchill, Winston, 161
citizenM, 161–62; can-if and, 90
Coca-Cola (TCCC), 67; ColaLife and, 115–16, 116
ColaLife: resource owners and, 107; TCCC and, 115–16, 116
commercial innovation: Rugby Football Union and, 164; Vitaminwater and, 164
constraints, 6–7, 15, 68; ABC approach and, 214–16, 218; ambition and, 17–18; Aravind eye hospitals and, 8; beauty and, 3, 7–8, 11–12, 15, 49, 105, 132, 145, 170, 200, 223; beneficial power of, 2–3, 210–11; brands and, 3; business and, 2–4; clear limits and, 30; cultures and, 193; definition and types of, 2, 6–7, 11b; embracing of, 187; families of, 69; foundation and, 7, 66; Jagger and, 2; key benefits of, 210–11; leadership and, 227;
method and, 7, 66–67; ourselves and, 30–31, 33; people, types of, or stages and, 19–20; resource and, 6–7, 66; scarcity and, 4–5; Southwest Airlines and, 7; specificity and, 68; stages, progression and, 20–21; stages, strategies and, 32; Theory of Constraints (TOC) and, 6; time and, 66–67; Zappos and, 7. See also learning, journey of
Coulson, Stuart, 142
Cziskszentmihalyi, Mihaly, 240n4

D

Davis, Trevor, 29, 68, 214
Dennis, Ron, 147, 189, 230
Design for Extreme Affordability, 9
Design Indaba, 137–38
Dhulchaointigh, Jane Ní, 134
Diamandis, Peter, 197; X-Prize and, 201
Discovery Group, 192
Distant and Oblivious sources of resource, 114
Dixons.co.uk, 108
Dorsey, Jack, 136
drama: Air New Zealand and, 50–51; BrewDog and, 152–53; communication and, 153–54; context and, 154; Geim, André and, 156; industrial theatre and, 150–51; Photojojo’s and, 154; surprise and, 154–55; value of, 153–54; Warby Parker and, 155–56
drip irrigation. See Netafim
driverless cars, 238n4
Dr. Seuss and The Cat In the Hat, 226
Duckworth, Angela Lee, 126
Duolingo, 163; can-if and, 89
Dweck, Carol, 243n25
DyeCoo, 181
Dyson, James, 233

E

eatbigfish, 3–4
Electronic Arts (EA), 29, 88, 101
emotional engagement, 126, 219–20;
   ABC approach and, 219–20;
   challengers and, 133–35; Design
   Indaba and, 137–38; J D Wetherspoon and, 133–34;
   Leadership Public Schools (LPS) and, 131b;
   mental contrasting and, 133–37;
   military special operations and, 125;
   narratives and, 141; organizational purpose and, 126;
   positive and negative emotions and, 135b;
   propelling questions and, 132–33;
   range of, 139, 140, 141; South-central Foundation and, 127–30,
   131–33; summary of, 145; value of, 126–27
ExitTicket. See under Leadership Public Schools (LPS)
external partners: Brodsky, Norm and, 107; Lubbe, Frikkie and, 107;
   resourcefulness and, 107
Extreme Affordability. See Hasso Plattner Institute of Design

F

4-Hour Workweek, The, 65
Facebook, 191
Farm Input Promotions Africa (FIPS-Africa), 9; blue chickens and, 120–21
Ferris, Tim, 65
fertile zero, summary of, 171
Finanzas, Juntos, 84–85, 131b
finite game, 231
First National Bank (FNB), 132
fitness, peaking and, 28
food trucks, can-if and, 94, 94
Ford, Henry, 161
Formula One, 228
Four Seasons Hotel, 35–36
Freedman, Lawrence, 161
Friedman, Thomas, 81

G

Gale, Porter, 107, 109
Gates Foundation, 203
Geim, André, 155
Geisel, Theodore (Dr. Seuss), 225; *Cat In the Hat, The and, 225; Green Eggs and Ham, 225
Gerzema, John, 73–74; on product categories, 75–76
<table>
<thead>
<tr>
<th>Name</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gibson, William</td>
<td>97</td>
</tr>
<tr>
<td>giffgaff</td>
<td>97, 100, 163; can-if and, 91–92</td>
</tr>
<tr>
<td>Gladwell, Malcolm</td>
<td>242n10</td>
</tr>
<tr>
<td>Global Witness</td>
<td>203</td>
</tr>
<tr>
<td>Google</td>
<td>2, 11, 27–28, 57–58; Virgin America and, 110</td>
</tr>
<tr>
<td>Gottlieb, Katherine</td>
<td>127–30, 133; Wellness Warriors and, 129, 132</td>
</tr>
<tr>
<td>Grant, William</td>
<td>156–57</td>
</tr>
<tr>
<td>Grasse, Steven</td>
<td>156–58, 164</td>
</tr>
<tr>
<td><em>Green Eggs and Ham</em> (Geisel)</td>
<td>225</td>
</tr>
<tr>
<td>Griffith, Saul</td>
<td>197</td>
</tr>
<tr>
<td>Handy, Charles</td>
<td>70–71</td>
</tr>
<tr>
<td>Hartge, Tom</td>
<td>178–79</td>
</tr>
<tr>
<td>Hasso Plattner Institute of Design</td>
<td>85, 142–44</td>
</tr>
<tr>
<td>Hatzerim (Kibbutz)</td>
<td>17–18. See also Netafim</td>
</tr>
<tr>
<td>Haupt, Anna (Hövding)</td>
<td>93–94; can-if and, 93–94</td>
</tr>
<tr>
<td>Hay, Michael</td>
<td>58, 175–76, 189</td>
</tr>
<tr>
<td>Heineken</td>
<td>159–60, 162</td>
</tr>
<tr>
<td>Hövding</td>
<td>93–94</td>
</tr>
<tr>
<td>Housinger, Capt. James</td>
<td>53b</td>
</tr>
<tr>
<td>Hsieh, Tony</td>
<td>7, 68</td>
</tr>
<tr>
<td>Hue, 90</td>
<td>can-if and, 90</td>
</tr>
<tr>
<td>Huffington, Arianna</td>
<td>5</td>
</tr>
<tr>
<td>IBM’s Watson</td>
<td>95</td>
</tr>
<tr>
<td>IDEO</td>
<td>41–42</td>
</tr>
<tr>
<td>IKEA</td>
<td>58–59, 173, 231; ambitions, constraints and, 188; constraint-driven culture and, 193; culture of, 174–77; IKEA Way program and, 176; success factors and, 188, 193</td>
</tr>
<tr>
<td>Immediate Opportunities</td>
<td>112</td>
</tr>
<tr>
<td>India</td>
<td>213; Aravind and, 8; MyDollarStore and, 92–93, 185–86; Netafim and, 18, 51</td>
</tr>
<tr>
<td>industrial theatre</td>
<td>150–51</td>
</tr>
<tr>
<td>inventiveness</td>
<td>3, 73–74, 210–11, 212–13, 222</td>
</tr>
<tr>
<td>Ito, Ora</td>
<td>160</td>
</tr>
<tr>
<td>Ive, Jonathan</td>
<td>79</td>
</tr>
<tr>
<td>Jacobson, Robert</td>
<td>74</td>
</tr>
<tr>
<td>Jagger, Mick</td>
<td>1–2, 235n1; constraints and, 2, 147</td>
</tr>
<tr>
<td>J D Wetherspoon</td>
<td>133, 133–34</td>
</tr>
<tr>
<td>Jones, Hannah</td>
<td>47–48, 178, 179, 181, 228</td>
</tr>
<tr>
<td>Jordaan, Michael</td>
<td>25, 133</td>
</tr>
<tr>
<td>Joyce, Caneel</td>
<td>29; <em>Blank Page, The</em>, 29–30</td>
</tr>
<tr>
<td>Jugaad</td>
<td>6, 10, 174, 213</td>
</tr>
<tr>
<td>Juntos Finanzas</td>
<td>84–86</td>
</tr>
<tr>
<td>Kahneman, Daniel</td>
<td>46</td>
</tr>
<tr>
<td>Kallner, Hylton</td>
<td>192</td>
</tr>
<tr>
<td>Kamprad, Ingvar</td>
<td>107, 174, 193</td>
</tr>
</tbody>
</table>
M-PESA, 200–201
Mucci, Henry, 125
Mullainathan, Sendhil, 204; *Scarcity*, 204, 212
Musk, Elon, 201
MyDollarStore, 92–93

**N**

Naidoo, Ravi, 137–38, 164
Nakuru, 120
Netafim, 17–19, 51, 205–6
neutralizers, 19, 20, 49, 175, 178, 195, 216–17; ABC approach and, 217–18; stages, strategies and, 32.
*See also* transformers; victims
Nike, 24–26, 31, 177–82, 231; agenda sharing and, 117–18; Air and, 178–79; Air Max 360 and, 180; Considered Design Ethos and, 179; constraint-driven culture and, 193; Flyknit shoe and, 47, 181; Making app and, 118, 179; precompetitive spaces and, 118; propelling questions and, 188; resourcefulness and, 108; success factors and, 188, 193

**O**

Oettingen, Gabriele, 136–37, 138–39, 231, 245n14
Ogilvy, David, 9, 29
Omidyar Networks, 203
One Laptop Per Child (OLPC), 9, 26–27, 64, 126, 164, 236n5

**P**

Page, Larry, 2, 57–58
paradoxical frames, 64b
Parker, Mark, 181
Patell, Jim, 142, 143
path dependence, 36–37, 38, 217, 237n4; ABC approach and, 217; alcohol marketing and, 50–51; associations and relationships and, 51; beginning assumptions and, 49; constituent parts of, 48–49; development of, 38; Four Seasons hotel and, 35–36; habits of mind and, 38–39; IDEO and, 41–42; invention of the aircraft carrier and, 53b; KPIs, measures of success and, 51–52; language and, 46–47; Leadership Public Schools (LPS) and, 42–46, 51; limitations and, 40–41; lock-in, success and, 40–41; Moore’s Law and, 41b; Netafim and, 51; Nike and, 49; overcoming of, 47–50; repeatability and renewal and, 52, 54; routines, processes and, 49–50; solution sources and, 50–51; Southcentral Foundation and, 46–47; summary of, 55; tendencies and biases, naming of, 48; Unilever and, 47–48, 49–50; Visa and, 51–52. *See also* aircraft carriers, invention of
Index

Pavkov, Pamela, 143
Pentagram, 9
people, kinds of, 19
Perfect Courier, 94; can-if and, 94
performance, peaking and, 28
PHD: can-if and, 90–91; leaderboard of, 91; resourcefulness and, 106
Photojojo, 154
Plutchik, Robert, 139; *Theory of Basic Emotions*, 139
Polman, Paul, 182, 186, 196
Poynton, Robert, 103
Prahalad, CK, 170, 201
predatory thinking, 108
Priestley, Marc, 148–49, 189
propelling questions, 59–65, 217, 219, 238n8, 239n23; ABC approach and, 217; ambition types and, 67–68; Audi and, 59–60; authority and, 68, 70; can-if and, 79–84; constraint types and, 65–67; definition of, 58–59; directional tension and, 65; Google and, 57–58; legitimacy and, 68, 70; method and, 217; Nike and, 188; optimism and, 79; paradoxical frames and, 64b; power of, 63–65; South African Breweries and, 61–63; specificity and, 68, 70; summary of, 77; trade-offs and, 71, 73–74; Unilever and, 188; unreasonableness and, 72b, 74–76; use of, 65–70. *See also under* ambitions; *under* constraints

Q

Qatar National Food Security Program (QNFSP), 202b, 231
Quaker Mercantile, 156–58

R

Rahman, Hosain, 164
Random House, 225
Refsland, Scot, 131b, 142
Rent The Runway: can-if and, 96, 117; fashion designers and, 116–17; shared agenda and, 117
resourcefulness, 105b; abundance framework and, 111–12, 113, 114, 119, 123; Airbus and, 108; blocks to, 105b; ColaLife and, 107, 115–16; definition of, 104–5; Dixons.co.uk, 108; external partners and, 107; Farm Input Promotions Africa (FIPS-Africa) and, 120–21; IKEA and, 107; invested stakeholders and, 106; Made.com and, 106; mutually beneficial hustle and, 121–22; Nike and, 108, 117–18; our competition and, 108–9; PHD and, 106; Rent The Runway and, 116–17; resource owners and, 107–8; shared agendas and, 115–18; Timbuk2 and, 106; Unilever and, 117; Virgin America and, 109–11
resources: Coalition of the Willing and, 114; Distant and Oblivious and, 114; Immediate Opportunities and, 111; potential, mapping and, 111–14, 113; reframing, new value and, 109–11; richness of, 243n2; Unmotivated Traders and, 111–12
Reverse Innovation, Moore’s Law and, 41b
Richards, Keith, 1, 147
routines and processes, 49–50
Rugby Football Union, 164
Rutherford, Ernest, 166, 174
Ryan, Eric, 162–63

S
Sailor Jerry rum, 156–57
Scarcity (Mullainathan, Shafir), 204, 212
scarcity versus abundance, 195–96; abundance scenarios, 199; climate change and, 197; consumption and, 196–97; energy and, 200, 247n10; infinity loop and, 204, 205–6; interdependence and, 203–4; phone stacking and, 204; Qatari National Food Security Program and, 202b; scarcity scenarios, 198; summary of, 207; technology and, 197, 200–201; water and, 196–97
Schreyögg, Georg, 37–38
Schwab, Charles. See Charles Schwab Investment Management
Seinfeld, Jerry, 30–31, 31
Seward, Paul, 120–21
Shafir, Eldar, 212; Scarcity, 204
shared agendas, 115–18
Sigismondi, Pier Luigi, 182, 183, 184, 187, 189
Skoll Foundation, 203
sources of resource: Coalition of the Willing, 114; creation of, 105–6; Distant and Oblivious, 114; Immediate Opportunities and, 112; potential, mapping of, 111–14, 113; Unmotivated Traders, 112, 114
South African Breweries (SAB), 61–63, 231
South African Industrial Theatre, 150–51
Southcentral Foundation (SCF), 46–47; can-ifs and, 88, 128–29
Southwest Airlines, 7–8
Spaulding, William, 225
Spec Ops (McRaven), 125
Sridhar, K.R., 103
stage progression: assessment and, 23–24; method and, 22; mindset and, 21–22; motivation and, 22–23
stages, strategies and, 32
successful change, elements of, 191
Sydow, Jörg, 37–38

T
Taiwan, 81–83; cascading can-if in, 84
tendencies and biases, naming of, 48
Tesla, 73, 201, 231

*Theory of Constraints, The* (TOC), 6

Timbuk2, 106; resourcefulness and, 106

T-Mobile, 73

trade-offs, 71, 75, 76, 103–4, 253;
consumers and, 72–73

transformers, 3–4, 19, 20, 33, 59, 103–4, 216–17; ABC approach and, 217–18; can-ifs and, 81;
confidence and, 104; constraints as offers and, 103; cultures and, 26–28; emotion and, 133; mindset of, 33, 41, 103–4; sources of, 227, 234; storytelling and, 188. *See also* neutralizers; victims

Trott, Dave, 108

Twitter, 3, 135, 136

**U**

Unilever, 60, 67, 134–35, 182–87, 231; agenda sharing and, 117; can-if and, 92; constraint-driven culture and, 193; Enhancing Livelihoods, 183; palm oil and, 184–85; propelling questions and, 188; success factors and, 188, 193; Sustainable Living Plan (USLP) and, 47–48, 49, 183; sustainable practices and, 186; tomatoes and, 47–48, 185–86

Unmotivated Traders, 112, 114

unreasonable challenger, 253

**V**

victims, 12, 19–21, 32, 33, 52, 59, 103, 148, 163, 216–17; ABC approach and, 217–18. *See also* neutralizers; transformers

Virgin America, 50–51, 161; Google and, 110; method and, 110; value framing and, 109–11

Visa, 51–52

**W**

Warburtons, 79–80

Warby Parker, 61, 67, 155, 155

Warren, Nick, 151

Waters, Louise, 42–46, 51, 131b, 134, 230

Watt, James, 138, 153

*Whose Line Is It Anyway?*, 103

Wieden, Dan, 9, 24–25, 26, 65, 133, 141–42; on Nike, 29

Wieden+Kennedy, 24–26, 181, 236n2

Wight, Robin, 52, 238n17

Wilson, Timothy, 5

Woodruff, Robert, 67

World Association of Girl Guides and Girl Scouts (WAGGGS), 117

WPP. *See* Brand Asset Valuator (BAV)
X

Xbox, 68

Y

Yahoo, 191

Z

Zappos, 7, 68

zero constraint: Aesop and, 159; alliance to scale and, 161; benefits of, 166–67; Betabrand and, 158; citizenM and, 161–62; collaboration and, 161, 161–64; commercial innovation and, 163–66; Design Indaba and, 164–66; fertility and, 171; Formula One and, 147–49; Heineken and, 159–60; industrial theatre and, 150–51; map of, 168; mapping ourselves and, 169; marketing and communications behavior and, 168, 169, 169; media and, 159; other peoples’ resources and, 162–63; Quaker Mercantile and, 156–58; secondary media and, 159–60; six axes and, 169; truthfulness and, 167. See also under drama