Index

Accidental Empires, 85
African sculpture, 151
Aftercare program, 143
Allen, Paul, 84
Altair contract, 86
BASIC, 86, 91
flash of insight, 85, 86, 90
Intel’s 8080 chip, 85, 89
Microsoft, 86, 91, 92
PC revolution, 92
PDP-8 minicomputer, 84
vision, 87, 88, 89
Altair, 85, 86, 89, 90, 92
 AltaVista, 94, 95, 96
Amdahl, 104
American pragmatism, 169–70, 179–86
American Revolutionary War, 59
analysis and intuition, 34–5, 48–9, 111
Anderson, Sean, 96
Anthony, Susan B.
  women’s suffrage, 123–4
The Anxiety of Influence, 152
Apple, 91
  strategic innovation, 100–2
Applied Imagination, 154
Aristotle, 17–18
The Art of War, 3, 56, 70, 76
artistic creativity, 149–52
Asian military strategy, 7, 70
astronomical objects, categories of, 13–14
Bacon, Roger, 18–19
Baker, Ella, 129, 132
  nonviolent civil disobedience, 128
  sit-ins, 132–3
Banker to the Poor, 135
BASIC, 84, 86, 89, 91
Bechtolsheim, Andy, 97
Bhagavad Gita, 3, 70
Bhidé, Amar, 114
Bill & Melinda Gates Foundation, 139
Blink, 2
Book of Five Rings, 3, 70
brain
corpus callosum, 27–8
hippocampus, 32
intelligent memory, 33–5
left–right model, 6, 25–5, 49, 52
split-brain, 32
brainstorming, 9, 154–7
Brin, Sergey, 93, 158
data mining, 94–95
Google, 95–9
PageRank, 95–6
Brown vs. Board of Education, 127, 128, 131, 133
Buddha, 71–2
beginner’s mind, 78
dharma, 74, 75, 80
enlightenment, 71, 73, 74
Four Noble Truths, 73, 74, 77
goal attainment, 79, 80
karma, 75
presence of mind, 74, 75, 77
Burns, Lucy, 124
business strategy, 8, 83, 112
callosotomy, 27–8
can-do American spirit, 180, 185
Catt, Carrie Chapman, 123–4, 125, 126
Center For Effective Philanthropy, 121
chess players
decision-making process, 43–4
Columbus legend, 181, 184
Competitive Advantage, 83
Competitive Strategy, 3, 83, 107
Congress for Racial Equality (CORE), 133
Consortium for Science, Policy & Outcomes, 181
contour maps
in Napoleon’s victory, 58, 59
Copernicus, Nicolaus, 11, 12–15, 17–18, 78, 80
corpus callosum, 27–8
coup d’oeil, 56–61
flash of insight, 61
history, examples from, 60
presence of mind, 60–1
resolution, 61
creative destruction, 114
creative ideas, 9, 153–5
creativity, 149
group methods for, 154
for individuals, 153
Cringely, Robert, 85, 100
data mining, 94, 95
de Bono, Edward, 159
decisive point, 63, 64
Descartes, 18
Dewey, John, 9
teaching strategies, 165–76
dharma, 74, 75, 76, 78, 80, 90
Digital Equipment Corporation (DEC), 84
Discourse on Methods, 18
Douglass, Frederick, 127

*Drawing on the Right Side of the Brain*, 160

Edwards, Betty, 160–3

Einstein, Albert, 19, 184

Eliot, T. S., 101

enlightenment of Buddha, 71, 73, 74

*Evaluation Research*, 140

experimental method, 18, 140

expert intuition, 2, 6, 44, 52

application of, 42–3

in mathematics, 45

problem-solving strategy, 47

at work, 40

firefighter’s action, 40

Flaherty, Paul, 96, 97

flash of insight, 1, 2, 19–20, 61

of Allen, Paul, 85, 86, 90

of Baker, Ella, 130, 132

of Brin, Sergey, 98

of Buddha, 73–74

of Gates, Bill, 85, 86, 90

of Gerstner, Lou, 105

of Jobs, Steve, 101, 102

of Klein, Gary, 41

of Kuhn, Thomas, 20

of Napoleon, 57–9

of Page, Larry, 95, 98

of Paul, Alice, 126

of Yunus, Muhammad, 136

Four Noble Truths, 73, 74, 77

Gance, Abel, 57

Gardner, Howard

multiple intelligences, 159, 160

Gates, Bill, 84

Altair contract, 86

BASIC, 86, 91

flash of insight, 85, 86, 90

Intel’s 8080 chip, 85, 89

Microsoft, 86, 91, 92

PC revolution, 92

PDP-8 minicomputer, 84

presence of mind, 86

resolution, 87

vision, 87, 88, 89

Gazzaniga, Michael, 29

General Electric (GE), 141, 143

Gerstner, Lou, 103–5

*Give Us Credit*, 135

Gladwell, Malcolm, 2

Google, 157, 158

academic citations, 95

AltaVista, 95

data mining, 95

initial public offering (IPO), 92

internet, 93

monopoly, 99

reverse links, 95

strategic innovation, 93–9

*The Google Story*, 93

Gordon, Barry, 33

Gothamist, 157

Grameen Bank, 134, 136, 137–8

graphical user interface (GUI), 101

*Great Artists Steal*, 101

Greensboro sit-ins, 132, 133

*Happiness of Life*, 150, 151

Harvard case method, 166,

167–9, 172–4

Heisenberg uncertainty

principle, 21
Index

Hewlett-Packard (HP), 93
hippocampus, 32
Honeywell, 87, 89, 91

IBM, 91
strategic innovation, 103–6
*The Innovator’s Dilemma*, 114
Intel’s 8088 microprocessor, 84–5
Intel’s 8080 chip, 85, 89
intelligent memory, 6, 33–5, 39, 60–1, 159–60
for mathematics, 46
as single mode of thought, 48–9
James, William, 21
Joan of Arc, 59
Jobs, Steve
flash of insight, 101, 102
MacIntosh, 101
selective stealing, 102
Jomini, Baron Antoine, 109, 121
strategic planning, 62
versus von Clausewitz, 79, 87
*Judgment Under Uncertainty: Heuristics and Biases*, 110–11
juvenile justice system, 143, 146
Kahneman, Daniel, 84, 110
and behavioral economics, 112
heuristics, 110–11
Kandel, Eric, 6, 26, 32, 52, 159
karma, 75, 77, 78, 80
Kennedy, John F., 127
race to moon, 181–4
Kerr, Steve, 142
King, Martin Luther Jr., 126–9
Montgomery bus boycott, 129–30
Greensboro sit-ins, 132, 133
nonviolent civil disobedience, 130
Klein, Gary, 6, 39
Kuhn, Thomas, 6, 12, 15
Lawson, James, 132
left-right model, of brain, 6, 49, 52
*Les Demoiselles d’Avignon*, 151
Levy-Agresti, Jerre, 29–30
light cannon in Napoleon’s victory, 58, 59
long-term memory, 42, 45
Lopez, George, 155
Lübeck sleep study, 46–7, 49
MacIntosh, 101
Mara, 73, 78
Microsoft, 91, 92, 99
monopoly, 92
PC revolution, 92
strategic innovation, 84–92
Milner, Brenda, 32, 52
MITS, 85, 86
Montgomery bus boycott, 129, 130, 133
Moore’s law, 87
Motwani, Rajeev, 94
Musashi, Miyamoto, 3
Index

Napoleon Bonaparte's coup d’oeil
American Revolutionary War, 59
contour maps, 58, 59
Joan of Arc, 59
light cannon, 58, 59
National American Women's Suffrage Association (NAWSA), 123–4, 133
National Association for the Advancement of Colored People (NAACP), 127, 128, 129, 131
National Union of Women's Suffrage Societies (NUWSS), 124
Netscape, 94
Newton, Isaac, 11, 16
Nixon, E. D. 128, 129
nonlinear studies, 65

objective point, 63
Ogawa, Seiji, 31, 52
*On the Revolutions of Celestial Body*, 11
*On War*, 3, 7, 56
*Opus Majus*, 18
*Origin and Evolution of New Businesses*, 114
Osborn, Alex, 154, 156
Overture, 98, 99

Page, Larry, 158
academic citations, 95
AltaVista, 95
flash of insight, 95, 98

Google, 95–9
Overture program, 99
PageRank, 95–6
presence of mind, 95, 98
PageRank, 95–6
Palo Alto Research Center (PARC), 100
Pankhurst, Emmeline, 124
Patton, George, 64
Paul, Alice, 124, 125
winning strategy, 125–6
PDP-8 minicomputer, 84, 87
*Peloponnesian War*, 56
Picasso, Pablo, 150
and African sculpture, 151
planets, 13–14
Poincaré, 19
Pope Gregory, 15
Porter, Michael, 3, 83–4, 107, 108, 109, 121
pragmatism, 21–2, 169–70, 179–86
*Pragmatism: A New Name for Some Old Ways of Thinking*, 21
*The Price of a Dream*, 135
professional scripts, 174
progressive education, 166–72
Ptolemy, 14, 21

reverse brainstorming, 156, 157, 163
*The Road Ahead*, 84
Roberts, Ed, 87, 89
Robinson, Jackie, 128
Rustin, Bayard, 128, 129
civil disobedience, 129, 130
Index

Schumpeter, Joseph, 8, 84, 114, 149
scholarship, education, 167
scientific method, 11–12, 18–19, 140–1
scientific revolution, 11
short-term memory, 33–4, 42
Siddhartha Gautama,
See Buddha
Simon, Herbert, 43
sleep, effect of
on mathematics, 46–7
Sloman, Steven, 49
social enterprise, 8, 139, 141
strategic planning, 121
Southern Christian Leadership
Conference (SCLC), 131, 132, 133
Sperry, Roger, 6, 25, 26–7, 159, 161
split-brain model, 32, 159, 161, 162
strategic innovation, 83, 99, 110, 113
Apple, 100–2
Google, 93–9
IBM, 103–6
Microsoft, 84–92
strategic planning, 62, 63
Strategic Planning Workbook, 121–2, 123, 134, 146
The Strategy Paradox, 114
The Structure of Scientific
Revolutions, 6, 12, 16
Student Nonviolent Coordinating
Committee (SNCC), 133
Summary of the Art of War, 62
tactics, 55
Tao, 69, 70, 75
Tao te Ching, 70
teaching strategies of Dewey, 165–76
time of change, 139–40, 141
Toulon strategy of Napoleon, 57–9
Traf-O-Data, 85, 88
Tzu, Sun, 3, 56, 70, 75, 76
Vise, David, 93, 95, 98
von Clausewitz, Carl, 3, 7, 55
coup d’oeil, 56–61
decisive point, 63
versus Jomini, 79, 87
nonlinear studies, 65
objective point, 63
Wagner, 46
Weiss, Carol, 140, 141
Welch, Jack, 141
Welsh, Dennie, 105
what works matrix, 139, 141–3, 143–6, 163
Wilson, Woodrow, 125, 126
Wired, 102
Women’s Social and Political
Union, 124
working memory, 34
Yunus, Muhammad, 134
green revolution, 135
microcredit, 120, 135, 138
Zen, 69, 71