

# INDEX

## A

- Ackoff, Russell, *xlvii*, 88
- Acquisitions, 224–225
- Actions:
  - making small changes that affect, 149–150
  - transforming, 237
- Ad hoc work communities, 216
- Adaptive disconnects, 32, 154, 157–170
  - addressing, 162–169
  - bridging, 164–168, 236–237
  - commonality of, 161
  - defined, 159
  - and dot-coms, 221
  - overcoming, 168–169
  - and progress of new mental model, 159
  - recognizing your own disconnects, 162–164
    - compartmentalization, 163
    - paying attention to what others say about you, 163–164
    - portfolio of models, 163
- Adaptive experimentation, 126, 136–137
- Adenauer, Konrad, 210
- Afghanistan conflict, 58–59
- After-action reviews, 132
- Alcoholics Anonymous, 146
- Allen, Woody, 160
- Amazon, 60, 219
- American Museum of Papermaking, 60
- Amish culture, 57, 161
- Analog and digital models, 61
- Analytical decision processes, 175, 182
- Analytical Hierarchy Process (AHP), 109, 186
- Analytical tools, 107
- AOL-Time Warner merger, 149
- Apache server, 79–80
- Apple Computer:
  - iTunes Music Store, 30–31
  - and PDAs, 26–27
- Argyris, Chris, *xlvii*
- ART (play), 87
- Arthur, Brian, 253
- AT&T, 150
- Atkins diet, 50, 124

## B

Backward-looking experiments, 132  
 Bannister, Roger, 21–23, 33–34  
 Barnes & Noble, 60  
 Barriers, recognizing, 86  
 Bell Labs, 88  
 Berlin Wall, fall of, 146, 152, 160  
 Beta blockers, 63  
 BlackBerry handheld, 28, 98  
 Blackmore, Susan, 243  
 Blindsight, 242  
 Borges, Jorge Luis, 100–101  
 Boundary spanners, finding, 167–168  
 Brain:  
     building, 10–11  
     evolution of, 10  
     and external visual information, 243  
     making sense from nonsense, 8–9  
     as model-making machine, *xlix*  
     perception, 9  
     processes, monitoring of, *xl–xlvi*  
     structure/function, 8–11  
 Bratton, William, 149  
 Breaking routines, 85–86  
*Britannica* 11, 95–98  
 British Airways, 24  
 British Petroleum, “Beyond  
     Petroleum” campaign, 70  
 Broad models, 14–15  
 Brown, John Seely, 3, 18  
 Buffett, Warren, 153  
 Buggy whip and harness makers, 58  
 Bush, George W., *li*, 65, 157, 164  
 Business and personal life,  
     compartmentalization of, 6–7  
 Butler, Samuel, 169  
 Buying decisions, 85  
 B-52, reoutfitted, 152

## C

Canon U.S.A., Inc., 81  
 Cartesian theater, 244–245  
 Castro, Fidel, 210  
 Categorizing, 108–109  
 Cell phones, 98  
 Change, choices for, *liii*  
 Changeux, Jean Pierre, 251  
 Changing mental models, making  
     decisions about, 41–42  
 Charles Schwab, *v*, 60  
     Super Bowl television  
     advertisement, 110  
 Choices for change (table), 54  
 Cisco Systems, and “virtual close”  
     systems, 25  
 Citibank, 6, 107, 150–151, 167  
 Citicorp, *xlvi*, 17  
     layoff/restructuring at, 16–17  
 Civil Rights Act (1964), 151  
 Classification of information, 116  
 Clustering, 109  
 CNBC, 126  
 Coca-Cola, *l–li*, 112, 150, 194  
 Cognitive fixation, avoiding, 111  
 Cognitive lock, 48  
 Cognitive R&D:  
     conducting, 125–132  
     devoting a portion of resources to,  
     130–131  
     investing in, 130–132  
     returns of, 129–132  
 Cold War, end of, 146  
 Collaborations, 113–114, 117  
     and experimentation, 135–136  
 Company growth, *l–li*, 224  
 Compartmentalization, 163  
 Complementary medicine, 66  
 Complexity, 251–252  
     and confusion, 99

dot-coms, 220  
 zooming in and out, 103–105

Confusion, avoiding, 184

Connecting, process for, 168–169

Conscious commitment, making, 135

Context, 101–105  
 appreciating, 111–112  
 considering, 117  
 over-broad, 109–110  
 power of making a shift in, 112

Continuation, categorizing by, 108

Continuous adaptive experimentation, 136–137

Contrarian perspective, taking, 89

Conversion, 146  
 partial, 166–167  
 process of, from old mindset to new, 65

Corporate governance, 226

Covey, Stephen, 15–16, 146

Craik, Kenneth, 244

*Creating the Corporate Future* (Ackoff), *xlvi*

Creative leaps, power of, 177–178

Crick, Francis, 83, 247

Crises, precipitating, 167

Crook, Colin, 6, 167

Cuban Missile Crisis, 160

Culture, changing, 166

Customer view, looking at the world with, 50

## D

Daimler Chrysler, 115

Damasio, Antonio R., 248, 253

Darwin, Charles, and the *Beagle* voyage, 82, 90

Data smog, 99

Dawkins, Richard, 168

Decision process, approaches to, 175

*Decision Sciences* (Kleindorfer/Kunreuther/Schoemaker), *xlvi*

*Decision Traps* (Russo/Schoemaker), *xlvi*

Deming, W. Edwards, 166

Descartes, Rene, 244–245

Devil's advocate/contrarian perspective, taking, 89

Dialogue, creating, 165

Differentiation, defined, 51

Digital and analog models, 61

Digital dashboards, 58

Digital Equipment Corporation, 26

Digital satellite radio, 60

Discovery-driven planning process, 134

Dismantling the old order, 141–155

Diverse perspectives, drawing together, 72–73

Dodge, Wagner, 180–181

Domestic emerging markets, 7–8

Domino Go software (IBM), 79

Doonesbury cartoons (Trudeau), 27

Dot-coms, 216–226  
 failure of, 219  
 lessons learned from:  
 adaptive disconnects, bridging, 221  
 complexity, 220  
 experimentation, 220–221  
 infrastructure, 221–222  
 intuition, 222–223  
 knowing when to switch horses, 218  
 paradigm shifts as a two-way street, 218–219  
 seeing differently, 219–220  
 understanding your models, 217–218

Drucker, Peter, *xxiii*

Dynamic memory (DRAM), 201, 206

## E

Early warning system, creating, 48–49  
 EasyJet, 61  
*Eat Right for Your Type* (D'Adamo), 51  
 E-business, perception of, 217  
 Edelman, Gerald, 241, 246, 247, 249, 250–251  
 Edison, Thomas, 122–124, 206  
 Education, and mental models, 12  
 Einstein, Albert, 11, 145, 169, 173, 177–178  
 E-mail, 98  
 Emerging domestic markets, 7–8  
 Emerson, Ralph Waldo, 121  
 Enron Corporation, 84, 226  
 Enterprise software systems, 148  
 Envisioning multiple futures, 88–89  
 Epistemological solipsism, 161, 252  
 Ericsson, 47  
 Escalation of conflict, and clouded judgment of knowing to quit, 45–46  
 Expectations, as ties to given model, 147–148  
 Experimentation, 122–123, 135, 236  
   adaptive, 126  
   challenges of, 128–129  
     lack of appropriate controls on variables, 128–129  
     losing detachment from results, 129  
     short-term bias, 128  
   and collaborations, 135–136  
   continuous adaptive, 136–137  
   costs exacted by, 130  
   dot-coms, 220–221  
   making time/space for, 134–135  
   natural experiments, 125–126  
   need for, 123–125  
   planned experiments, 125

using to avoid leaps in the dark, 53–54

when to experiment, 129–132

Explications:

hard wiring, 250–251

overlooking gorillas, *xiii*, 250

shaking hands with Bugs Bunny, *xv*, 249–250

walking down a dark city street at midnight, *iii*, 248–249

External crises, 167

External world:

in a child's mind, 10–11

ignoring some of, 9

Extreme Programming (or XP), 115–116

Exxon *Valdez* accident, 164

## F

Fads, recognizing, 50–51

Fairchild Semiconductor, 199

FedEx, *v*

Fermi, Enrico, 178

*Fifth Discipline, The* (Senge), *xlvii*

File-sharing enterprises, 28–29

Fingerspitzengefühl, 177–178

First Union National Bank, 115

Flexibility, need for, 51–52

Flying upside down, practicing, 86–87

Ford Motor Company, 115

40/30/30 ZONE diet, 50–51

Four-minute mile, breaking, 21–23

Free Software Foundation, 78

Freeman, Walter J., 9, 10, 161–162, 242, 252

Fundamentalism, avoiding, 164

*Funes, The Memorios* (Borges), 100–101, 126

Future paradigm shifts, 69–70

## G

- Gates, Bill, 26, 145
- General Electric Company (GEC), 40–42
  - change to dynamic high-tech firm, 42–43
- Genetic research, and transformation of biology, 84
- Genetics, 12
- Genomics, 70
- Gestalt flip, *xlv*, 19, 64
- Giuliani, Rudolph, 149, 150
- Glasnost, 160
- Global protests, organizing, 231
- Global village, 99
- GNU manifesto (Stallman), 78
- GO Corporation, 27
- Google, 96
- Gorbachev, Mikhail, 160
- Gore, Al, 65
- Gould, Stephen J., 168
- Gradual immersion, engaging in, 87–88
- Graffiti handwriting recognition program, 27
- Grokster, 29
- Group think, *xlvi*
- Grove, Andy, 189, 199–204
  - Cassandras/paranoia, using to advantage, 202
  - continuous reinvention and experimentation, 199–201
  - early history of, 199
  - Intel Inside* campaign, 202–204
  - intuition, role of, 202
  - seeing things differently, 202
  - strategic inflection point, 201
- Growth, *l–li*, 24
- Guides, using, 117

## H

- “Haves” and “have-nots,” disparities between, 230
  - Hawkins, Jeff, 27–28
  - Hawthorne effect, 128
  - Health/wellness, *l*
    - conduct your own experiments, 213–214
    - creating a portfolio of approaches, 212
    - knowing when to shift to another approach, 212
    - recognizing structures that reinforce old models, 214
    - seeking out new models, 211–212
    - sifting through complexity, 212–213
  - Healthy thinking, 210–216
  - Hewlett-Packard, 126
  - Hideyoshi (Shogun), 174
  - Hijackings, *xliv*
  - Hitler, Adolph, 180
  - HMS Beagle*, and Charles Darwin, 90
  - Hogarth, Robin, 179
  - Home video players, and death of movie theaters, reports of, 60–61
  - Hoover, J. Edgar, 226
  - Hussein, Saddam, 157, 210
  - Hydrogen Economy, The* (Rifkin), 69–70
  - Hypothesis, treating current model as, 134
- |
- IBM, 78–80, 88–89, 148
    - Apache server, 79–80
    - Domino Go software, 79
    - Eclipse, 80

- IBM (cont.)
- open-source mindset, adoption of, 81
  - and open-source model, 78
  - research model, rethinking, 5–6
  - slow change at, 46
  - WebSphere, 80
- Idealized design, *xlvii*
- Impossible thinking, 19, 34, 55, 74, 90–91, 118, 137, 155, 170, 187, 207, 233
- changing, *lii*
  - goal of becoming better at, 210
- Inattention blindness, 250
- Incentives:
- aligning, 152
  - and mental models, 13
- Individual rights, 226–233
- debate, encouraging, 228
  - recognizing different perspectives, 228–229
  - utility of various models, focusing on, 227–228
- Indominable human spirit, 32–34
- Influence of others, and mental models, 13
- Information:
- classification of, 116
  - consumption of, 98–99
  - context, 101–105
  - flood of, 94
  - flow of, 98–101
  - making visible, 151
  - organizing, 96
  - rapid changes in, and predictions about the future, 99
- Information fatigue syndrome, 99
- Infrastructure, as tie to given model, 148–149
- Inner-city markets, 7–8
- Instincts, 177
- Integrative medicine, 66
- Intel, Pentium chip problems, 164
- Intellectual property (IP), 28–30
- Intelligent Vehicle Initiative (U.S. Dept. of Transportation), 99
- Internet, 216–217
- revolutionaries, 219
  - travel sites, 62
- Intuition, 10, 173–187, 252–253
- benefits of, 186
  - bringing others along, 182–183
  - combining with analysis, 185–186
  - communicating/coordinating with others, 179–180
  - compared to insight and instinct, 176–177
  - confusion and uncertainty, 184
  - dangers of, 178–181
  - defined, 175–177
  - developing, 237
  - developing capacity for, 181–186
  - and dot-coms, 222–223
  - extended guru community, building up, 183–184
  - keeping relevant, 184
  - letting go, cultivating a practice of, 185
  - practicing only in area of expertise, 181–182
  - and quick action, 174–175
  - refining, 237
  - validating, 184
- Intuitive decisions, 182
- Irreversible investments in a model, making, 149
- iTunes Music Store (Apple), 30–31

## J

- Jabberwocky* (Carroll), 8
- Jackson, Tim, 200

Jobs, Steve, 31  
 Johnson & Johnson, and Tylenol scare,  
 15  
 Johnson, Lyndon, *li*  
 Just-in-time supply chains, 25  
 Just-noticeable differences, and need  
 for changing the model, 47

## K

Kamen, Dean, 31  
 Kane, Frank, 43  
 KaZaA, 29  
 Kennedy, John F., 58, 169  
 Kettering, C. F., 157  
 “Kind” learning environments, 179  
 Klein, Gary, 178  
 Kleindorfer, Paul, *xlvi*  
 Knowledge, 95–98  
 Korean war, 160  
 Kuhn, Thomas, 63–65  
 Kunreuther, Howard, *xlvi*

## L

Landy, John, 22  
 Learning organization, defined, 15–16  
 Learning, types of, 16  
 Letting go, cultivating the practice of,  
 253  
 Lewis, David, 99  
 Linstone, Harold, *xlvi*  
 Logical decision process, 253  
 Lott, Trent, 114

## M

MacMillan, Ian, 134  
 Magnetic resonance imaging (MRI), 84  
 Management fads, 63  
 Mann Gulch fire (Montana), 180

Marconi, 42–46  
 as business built on chain of  
 assumptions, 44  
 business models, 44  
 and the telecom bust, 43–44  
 Market economy and democracy, 229  
 Marketing:  
 and buying decisions, 85  
 “in” suppliers/“out” suppliers, 86  
 Marriage/relationships, 215–216  
 Married life, as two-way street, 62–63  
*Matrix, The* (film), 47  
 Mattel, 150  
 Maturana, Humberto, 241–242  
 Maxwell, James, 64  
 Mayo Clinic, 83  
 McCormick, Cyrus, 165–166  
 McDonald’s, *l-li*, 150  
 McGrath, Rita Gunther, 134  
 McGroddy, Jim, 5–6  
 Medicine:  
 advances in, impact on philosophy,  
 84  
 alternative therapies, rise of, 66  
 ethical questions raised by  
 advances in, 160  
 and mental illness, 230  
 as a two-way street, 63  
 Memory, nature of, 249–250  
 Mental illness, 230–231  
 Mental models, *xliv–xlv*, 244  
 in action, 186  
 backing the wrong horse, 42  
 being left behind, 41–42  
 and changes in public opinion/  
 regulations, 66–67  
 changing, 46–54  
 cognitive lock, avoiding, 48  
 conversion process, from old  
 mindset to new, 65

- Mental models (cont.)
- customer view, looking at the world with, 50
  - early warning system, creating, 48–49
  - fads, recognizing, 50–51
  - outliers and just-noticeable differences, 47
  - recognizing the need for, 46–47
  - revolution vs. evolution, 145–146
  - and self-knowledge, 51–52
  - trip wires, 49–50
  - compared to technological innovations or business models, *xlvii*
  - consequences of, 18–19
  - corporate growth, *l–li*
  - Darwinian evolution to, 124
  - defined, *xxiii*
  - defining our world using, 3–20
  - development of, 10–11
  - diversity and affirmative action, *li*
  - and education, 12
  - exploring the impact of, 232–233
  - and forces of “nurture,” 12–13
  - and health/wellness, 211–214
    - conduct your own experiments, 213–214
    - creating a portfolio of approaches, 212
    - knowing when to shift to another approach, 212
    - recognizing structures that reinforce old models, 214
    - seeking out new models, 211–212
    - sifting through complexity, 212–213
    - understanding your own models, 213
  - importance of, *l–li*
  - and incentives, 13
  - influence of childhood/education/early work in shaping, recognizing, 204–205
  - and influence of others, 13
  - keeping relevant, 205
  - for the moment, 14–16
  - neuroscience behind, 239–254
  - perils of, 28–32
  - persistence of, 143–144
  - and personal experience, 13
  - personal wellness, *l*
  - power of, 21–35
    - understanding, *xv*
  - and the process of change, *xlvii*
  - and rewards, 13
  - and scope of action, 235
  - as shaper of our thinking, 33
  - shifting, 24–25
  - sources of, 11–12
  - tool box of, creating, 73
  - and training, 12–13
  - understanding, 55
  - value represented by, 144
  - wrong, danger of, 3–5
- Mergers and acquisitions, 224–225
- Meta-analysis, 107
- Meyers-Briggs, 15
- MI5 (England), 226
- Microsoft, 78–80, 126
  - and HTTP Web server software market, 79
- Midlife crisis from postponing change, 53
- Miller, George, 97
- Miller, Henry, 39, 53
- Mills, Steve, 80
- Mindsets, *See* Mental models
- Mitarai, Fujio, 81
- Mittelstaedt, Robert Jr., 49



Monsanto, transformation to “life sciences” company, 127  
 Moore, Gordon, 199, 201  
 Moore’s Law, 201  
 Motorola, 47, 200  
 “Mt. Trashmore” park (Virginia), 152  
 Multidimensional scaling (MDS), 109  
 Multiple futures, envisioning, 88–89  
 Music companies, and digital content, 29–30  
 Mutually assured destruction (MAD), 48

## N

Naisbitt, John, 93  
 Napster, 28–29  
 Natural experiments, 125–126  
   studying, 133–134  
 Nature vs. nurture, 250–251  
 Neuroscience, *xix*  
   behind mental models, 239–254  
   evolution of models, youth, prime, maturity, demise, 51–52  
   ignoring the external world, 9  
   making sense, process of, 8–11  
   mental models, development of, 10–14  
 New decision/challenges, and mental models, 235–236  
 New models:  
   adopting, 122, 145–146  
   creating an inventory of, 72  
   and crises, 90  
   personal resistance to, 154–155  
 Newton handwriting recognition, 26–27  
 1984 (Orwell), 228  
 Nokia, 47  
 Noyce, Bob, 199

## O

Oak Ridge National Laboratory study, 99  
 Obsolescence, avoiding, 16–17  
 Old infrastructure, demolishing, 152–153  
 Old models:  
   archiving, 71–72  
   destroying, 88  
   finding new uses for, 71  
   putting away, 71  
 Old order:  
   abandoning, 153–154  
   dismantling, 236  
 O’Leary, Michael, 24  
 Olsen, Kenneth, 26  
 Online music business, 28–30  
 Open Directory Project, 96, 114  
 Openness to new ideas, 51–52  
 Operation Crush, 200  
 O-rings, *Challenger* space shuttle, 48  
 Orwell, George, 228  
 Osteopathic medicine, 211  
 Outliers, and need for changing the model, 47  
 Overlooking gorillas, 250  
*Oxford English Dictionary*, 97–98

## P

Pagers, 98  
 Palm Pilot (Palm Computing), 26–28, 33  
 Paperless office, 60  
 Paradigm shifts, 57–75  
   coexistence of new and old paradigms, 59–63  
   and dot-coms, 218–219  
   future, 69–70

- Paradigm (cont.)  
 moving from the old paradigm to the new, 65–67  
 St. Petersburg/Leningrad, 67–68  
 two-way streets, 235  
   airlines, 61–62  
   analog and digital, 61  
   Internet, 59–60  
   management fads, 63  
   married life, 62–63  
   medicine, 63  
   paperless office, 60  
   protection of privacy, 62  
   television, 60  
   ventilation systems, 62
- Paralysis, avoiding, 116
- PCs, operating like televisions,  
 experimentation with, 126
- PepsiCo, 112, 150
- Perception, *xli*, *xlvi*, 9  
 of e-business, 217  
 making small changes that affect,  
 149–150
- Personal Digital Assistant (PDA), 26–28
- Personal economics, 215
- Personal experience, and mental models, 13
- Personal life, balancing work and, 215
- Perspective, understanding, 117
- Phantom limbs, *xlvi*–*xlvi*
- Physics, advances in, impact on philosophy, 84
- Pinker, Steven, 168, 246, 251, 252
- Placebo effect, 211
- Planned experiments, 125
- Poincare, 253
- Pol Pot, 210
- Pollock, Jackson, 169
- Poor corporate performance,  
 improving, 225–226
- Population density, in inner-city markets, 7
- Porter, Michael, 7
- Post-mortems, conducting, 132
- Potential new models, creating an inventory of, 72
- Pour Your Heart Into It* (Schultz), 190
- Priceline, 62
- Prioritization, 108–109
- Procter & Gamble, Reflect.com site, 220–221
- Public opinion, and death of mental model, 66–67

## R

- Ramachandran, Vilayanur S., *xlvi*–*xlvi*, 244
- Reality, 243, 246–247
- Regulations, and death of mental models, 66–67
- Restrictive regulations, and backlash/ repeal, 67
- Reverse income statement, 134
- Rewards/incentives, and mental models, 13
- Rifkin, Jeremy, 69–70
- Rigorous analysis:  
 engaging in, 107–108, 116  
 performing, 150–151
- Rilke, Rainer Maria, 235
- Roadmap, *xxiv*
- Rocky Mountain Institute, 62
- Role playing, 133
- Routines and cadence, in organizations/personal life, 85
- Royal Dutch/Shell, 88
- Rumsfeld, Donald, 59
- Russell, Bertrand, 57
- Russo, J. Edward, *xlvi*
- Ryanair, *xxiii*, 24, 61

## S

- Sabbah, Daniel, 78–80
- Scenario planning, 88–89
- Schoemaker, Paul J. H., *xlvi*
- Schultz, Howard, 178, 189–194, 206
  - adaptive disconnects, bridging, 191
  - building of a new order, 191–192
  - experimentation, 193–194
  - purchase of Starbucks, 191
  - zooming in and out, 192–193
- Schwab, Charles, 26
- Scientific revolutions, sequence of, 63–65
- Sculley, John, 26
- Sears, 148
  - slow change at, 46
- Sears, Barry, 50
- Seeing things differently, 236, 251
  - dot-coms, 219–220
  - embarking on journeys of discovery, 82–83
  - listening to the radicals, 81
  - looking across disciplines, 83–84
  - questioning the routine, 84–86
- Segway people movers, 31–32
  - and challenges of using new models, 32
  - disadvantages of, 31–32
  - projected sales of, 31
- Sen Rikyu, 174
- Senge, Peter, *xlvi*, 15
- Sense, compared to sight, *xliv*–*l*
- September 11 attacks, *xliv*–*xlvi*
- “7 Habits” program (Covey), 146
- Shakespeare, William, 77, 81
- Sharing software, 78
- Shifting mental models, 24–25
- Sight, compared to sense, *xliv*–*l*
- Similarity, categorizing by, 108
- Simpson, Lord George, 40–55
- Simulations, using, 132–133
- Smith, Orin, 193
- Snow, C. P., 158, 160
- Social constructivism, 246–247
- Social “workfare” programs, 152
- Sokal, Alan, 158
- “Sokal hoax,” 158
- Solipsism, 161, 252
- Sony, 126
  - acquisition of Columbia Pictures, 166
- Sources of Power* (Klein), 178
- “South Sea Bubble” (England), 218
- Southwest Airlines, *xxiii*, 24, 61
- Soviet Union, demise of, 146
- Special Theory of Relativity, 145
- Spielberg, Steven, 26
- St. Petersburg/Leningrad, 67–68
- Stallman, Richard, 78
- “Stand up” meetings, 86
- Starbucks, *l*–*li*, 144, 147–148, 190–194, 205
  - experimentation, 193–194
  - stretching beyond the possible, 194
- Startups, 225
- Stephen King, *xli*
- Still, Andrew Taylor, 211
- “Straight rebuy” decision, 85
- Strategic planning, 223–224
- Structure of Scientific Revolutions, The* (Kuhn), 63–64
- Sum of human knowledge, 95
- Sunk cost fallacy, 45
- Surroundedness, categorizing by, 108

## T

- Technocentric mental model, and IBM
  - Research model, 6
- Technology advances, and adaptive disconnects, 161

Terrorism, *xliv*  
 and individual rights, 226–233  
 Tesco, 60, 218–219  
 Thoreau, Henry David, 141, 154  
 “Thought leaders,” 114  
 3M Corporation, 135  
 TIPS program, 227  
 Tool box of mental models, creating,  
 73  
 Torey, Zoltan, 243  
 Total Information Awareness (TIA)  
 system, 100, 227  
 Training, and mental models, 12–13  
 “Transgressing the Boundaries:  
 Towards a Transformative  
 Hermeneutics of Quantum  
 Gravity” (Sokal), 158  
 Travelocity, 62  
 Trident missile submarines,  
 reoutfitted, 152  
 Trip wires, 49–50  
 Trudeau, Gary, 27  
 Trust building, 153  
 Tsao, Nina, 167  
 “Tulip Bubble” (Holland), 218  
 Twain, Mark, 107  
 Twelve-step programs, 146  
 Twitchell, Robyn, death of, 4–5  
*Two Cultures, The* (Snow), 158  
 Tylenol scare, 15  
 Tyler, Patrick, 231

## U

UBS, 115  
*Unbounded Mind, The* (Linstone),  
*xlvii*  
 Uncertainty, avoiding, 184  
 United Nations, 231–232

University of Cambridge, Laboratory of  
 Molecular Biology, 83  
 Unlearning, need for, 161–162  
 U.S. Equal Pay Act (1963), 151  
 U.S. intelligence debate, *xliii*  
 U.S. policy, fundamentalist overtones  
 of, 164  
 U.S. Republican party, 15  
 Utility, 69  
 considering, 71  
 emphasizing, 165

## V

Validation, of intuition, 184  
 Varela, Francisco, 241–242, 252, 253  
 Variety seeking, 85  
 Venter, Craig, 70  
 Ventilation systems, 62  
 Vietnam war, 160  
 “Virtual close” systems, 25  
 Virtual reality simulations, *xlix*  
 von Szent-Gyorgyi, Albert, 209

## W

Wage parity between men and women,  
 151  
 Watson, James, 83  
 Webvan, 60, 218  
 Weight-loss programs, 50–51, 124, 146  
 Weinberg, Steven, 64  
 Weinstock, Lord Arnold, 40–54  
 Welch, Jack, 223  
 Wells, H. G., 13  
 Wharton School, *xlvi*  
 reshaping of MBA program, 84  
 “Wicked” learning environments, 179

Wikipedia (www.wikipedia.com), 95–97, 114

Williams Company, 144

Winfrey, Oprah, 189, 194–199, 205, 206

- adaptive disconnects, bridging, 197–198
- adaptive experimentation, 196–197
- A.M. Chicago*, 195
- Baltimore is Talking* show, 105
- early history of, 194–195
- Harpo infrastructure, 198–199
- Oprah Magazine, The*, 197
- Oprah Winfrey Show*, 195, 198
- talk show, rethinking of, 195–196

Wingspan, 59

*Winning Decisions* (Russo/Schoemaker), *xlvii*

Wishy-washy look, learning to be comfortable with, 73

WordNet, 97–98

Work life, balancing personal life and, 215

Wrong mental models, danger of, 3–5

Wurman, Richard, 94

## X

Xerox Corporation, 148

- slow change at, 46

XP (Extreme Programming), 115–116

## Z

Zilog, 200

Zoomer PDA, 27

Zooming in, 106–110

- categorizing and prioritizing, 108–109
- rigorous analysis, engaging in, 107–108

Zooming in and out, 236, 251–252

- and complexity, 103–105
- process for, 117–118
- process of, 105–114

Zooming out, 110–114

- cognitive fixation, avoiding, 111
- collaborations, 113, 117
- context, appreciating, 111–112
- field of vision, recognizing the limits of, 110–111
- multiple approaches, using, 113
- stepping out of the stream, 112–113