

# Index

- Accountability, 65
- AI. *See Artificial intelligence*
- (AI)
- Algorithms, 81–82
- Alpha House*, 200
- Alston, Macky, 34–35, 146, 184–185
- Amabile, Teresa, 60–61, 66
- Amazon, 200
- Aquinas, St. Thomas, 3
- Arieff, Alison, 226
- Aristotle, 3
- Artificial brain, 101
- Artificial intelligence (AI), 204
- Autonomous vehicles, 204
- “Bannister Effect”, 108, 109
- Bartlet, Josiah, 199
- Behaviors, 81, 111
- individual, 165
- shifting, 117
- words influence, 95–99
- Big data, 16
- Biotechnology, 205
- Bloch, Maurice, 145
- Bock, Laszlo, 60, 152
- Boston Consulting Group, 65
- Brain
- activity, 94
- imagination of human brain, 166
- Brainstorming rule, 219
- Breaking pattern, 169
- Brier, Noah, 75, 79, 169, 187
- Brin, Sergey, 59
- British Intelligence Service, 180
- Bronowski, Jacob, 5–6
- Bronson, Po, 89
- Buckner, Bill, 175
- Buckup, Sebastian, 110–112
- Buffett, Warren, 154
- Bush, George W., 48
- Centers for Disease Control and Prevention (CDC), 202
- Centrifugal force, 181
- Centrifugal workforce, 181–184
- Chernow, Ron, 58
- Churchill, Winston, 179
- Clinton, Bill, 180
- Cloud Appreciation Society, 40

- Cognitive ability, 152  
Cognitive bias, 148  
Cognitive development, 210  
Cognitive dissonance, 120  
Comedy, 40, 171, 173  
Complexity, 113, 148, 204, 208, 209  
*“Computing machinery and intelligence”*, 167  
“Confidence”, 57, 147–148, 154  
Cosmopolitan, 227–228  
Creativity, 2, 8, 82, 107, 166, 174, 207  
creative person, 147  
cult-like thinking, 77  
to encourage and support innovation, 138  
precursor to, 55  
CTO. *See U.S. Chief Technology Officer (CTO)*  
Culture, 56, 223–224  
company, 60  
cultural impoverishment, 53  
of imagination, 82–84  
of jazz, 24, 25  
Cybernetics, 13  
Data, 197  
exhaust, 197  
without imagination, 201–204  
imagination fueled by data, and vice versa, 198–201  
Decision-making, 125, 130, 133, 180  
active imagination, 138  
challenges, 141  
culture, 138  
curiosity, 130–133  
disaster preparedness, 128  
doing hard things, 134  
feeding imagination, 140  
good intentions leading to bad decisions, 129–130  
innovation, 134–135  
knowledge gathering, 135  
multiplicity of scenarios, 127  
one-to-many communications, 128  
safe spaces, 138–139  
seek out and inviting participants, 137  
technology, 126  
uncomfortable ideas, 139  
DeGraff, Jeff, 68, 79, 80, 84  
Descartes, Rene, 3  
“Diffuse mode”, 170  
Digital age, 47  
Directiveness, 209  
Disruptive innovation, logic of, 16  
Downtown Project, 166  
Dropel Fabrics, 104  
Education, 38, 205  
eeBoo, 106  
Einstein, Albert  
about imagination, 48  
theory of relativity, 31  
Eisenhower, Dwight, 181  
Emotional balance factor, 208

- Employment, 38
- Expectation, imagination and, 143
- challenge, 154–155
  - changing jobs, 152–155
  - Jew-ish, 143–146
  - move fast—change everything, 149–151
  - not asking best questions, 147–149
  - solving problems, 151–152
- Experimentation, science without, 30–32
- Expertise, 85–86
- Failure, 215–218
- challenges, 220
  - value of bad ideas, 218–219
- Faith, 6, 50, 145, 177
- connections with imagination, 146
  - in imagination, 34–36
- “Father of brainstorming”. *See* Osborn, Alex
- Fear, 3, 17, 62, 205
- of imagination, 146
  - overcoming, 192
- Feinstein, Bradley, 64, 104–105, 185
- “Feminine” traits, 189
- Fincher, David, 200
- Fishman, Mark, 66
- “Flow mode” approach, 150, 151
- “Focused mode”, 170
- Four Factor Imagination Theory (4FIT), 208
- cognitive development, 210
- imagination-related behaviors, 211
- self-report measures and performance measures, 208
- 4FIT. *See* Four Factor Imagination Theory (4FIT)
- “Four-minute barrier”, 108
- Fourth Industrial Revolution, The, 204–205
- Frankl, Viktor, 9
- Franklin, Ben, 155
- “Frantic mode” approach, 150, 151
- Frequency factor, 209
- Freud and Klimt, 161
- F-Word. *See* Failure
- Gates, Bill, 57
- Genius, 160–163
- Geography of Bliss, The*, 157, 160
- Geography of Genius, The*, 160–161
- GFT, 203
- Gioia, Dana, 52–55
- Global economy, 204
- Google, 59–60, 152–153, 202
- algorithm, 202–203
  - Google Flu Tracker, 202
  - Google Flu Trends, 202
  - Google Glass, 101
  - Google X, 101
  - innovation experts and advocates in, 60
  - treating employees, 61

- Grade point average (GPA), 46  
Greenbaum, Harrison, 171  
Grownups, 17, 35–36  
Gump, Michael, 67
- Hamilton*, 57–58  
Happiness, 158, 160, 162, 166, 210  
Happiness Manifesto, 158–159  
Hargreaves, James, 13  
Harvard Business Review, 189–190  
Hashtags, 216  
“Head” in jazz music, 24  
Hill, Harold, 29, 30  
*House of Cards*, 199, 201  
Hsieh, Tony, 166  
Human brain, imagination of, 166
- Humans  
human brain, imagination of, 166  
human nature, 205  
and imagination, 4–7
- Hume, David, 161  
Hypothetical certainty, 79
- Imagination, 1–2, 41, 55, 78, 85, 95, 116, 130, 140, 179, 197, 204–205, 215, 221  
ability, 41–42  
application of, 198  
applying in individual level, 44  
applying in organizations, 65–67
- applying to closing  
imagination Gap, 78–80  
challenges, 18, 36–38, 40, 69, 175, 235–236  
culture of, 82–84  
curing cancer, 229–230  
and daily routine, 67–69  
data without imagination, 201–204  
decision-making and, 125  
active imagination, 138  
culture, 138–139  
curiosity, 131  
disaster preparedness, 129  
doing hard things, 134  
feeding imagination, 140  
global community, 131  
good intentions leading to  
bad decisions, 129–130  
innovation, 134  
knowledge gathering, 135  
learning systems, 133  
multiplicity of scenarios, 127–128  
new information, 131–132  
one-to-many  
communications, 128  
safe spaces, 139–140  
seek out and inviting  
participants, 137  
technology, 126  
uncomfortable ideas, 138  
drawing on right minds, 59–61  
economy, 50

and experience, 9–10  
failures, 48–52  
faith in, 34–36  
formulas and models, 223  
fueled by data, and vice versa, 198–201  
and future, 221–222  
history, 2–4  
of human ancestors, 45  
and humans, 4–7  
importance, 12–14  
incremental change, 8  
innovation *vs.*, 11–12, 222, 225  
innovative companies, 226–227  
knowing and, 45–48, 52–55  
knowledge and systems, 61–63  
lack of, 16–19  
language and, 95  
Feinstein, Bradley, 104–105  
mental blocks, 108–112  
moonshots speech, 99–103  
overcoming resistance, 116  
pre-visualization, 112–116  
rational actors theory, 119–121  
self-identify, 104–105  
shifting behaviors, 117  
social change, 118–119  
words, 95–99, 119  
writing story, 105–108  
learning skills, unlocking potential, 63–65  
limitations, 45, 163–166  
on map, 157–163  
measuring, 205–207  
measuring imagination, 205–207  
media, 224  
MIT Entrepreneurship Review, 227–228  
playing game, 234–235  
product of, 86  
qualifying factor as big idea, 225  
questions about, 231–234  
reality-based, 43  
reality-directed, 44  
slow and steady, 55–58  
and structures  
    least funny comedian of all time, 171–174  
    reprogramming operating system, 166–168  
Trader Joe's Company, 228–229  
“Unexotic Underclass”, 227  
unexpected change, 169–170  
Imagination Age, 14–16  
Imagination gap, 8, 18, 22, 38–39, 42, 163, 184, 221  
closing, 73  
    applying imagination, 78–80  
    asking questions, 89–90  
    being deviant, 84–86  
    challenges, 91  
    innovation, 74–76  
    real and spectacular, 76–78  
    requirements, 73

- seeing around corner, 80–82  
*Thoughtless Acts*, 86–89  
imagine everything, 32–34  
scaffolding, 22–25  
science without experimentation, 30–32  
Sheet Music, 25–29  
Think Method, 29–30  
Imagination Institute, 207  
Imagination Quotient scale (ImQ scale), 207  
In-person conversations, 18  
Incremental change, 7  
Inevitable, failure, 218–219  
Inevitable part, 217  
Information, 22  
Information age, 13–14  
Ingenuity, 55  
Innovations, 8, 74–76, 78, 83, 134, 135, 205, 222, 225  
cult-like thinking, 77  
experts and advocates in Google, 60  
imagination *vs.*, 11–12  
precursor to, 55  
risk with, 86  
Intelligence, 186, 201  
Internet, 7, 8, 10, 13, 16, 47, 125, 131, 223  
Internet of Things (IoT), 204  
Jargon monoxide, 74  
Jazz music, 23–25, 30  
Jew-ish, 143–146  
Kant, Immanuel, 3, 161  
Karolinska Institutet in Sweden, 9  
Kauffman, Scott Barry, 150, 207  
Kay, Aaron, 189  
Kennedy, US President, 80, 100  
Khaire, Mukti, 60, 61, 66  
King, Rita J., 14, 16, 62, 63, 80, 84, 179  
Klain, Ron, 127  
Knowing and imagination, 52–55  
Knowledge, 5, 14, 41, 46–47, 51, 61–63, 139, 198  
explicit, 132  
role in closing imagination gap, 136  
Koch, Jim, 57  
Kodak, 66  
Koval, Christy, 189  
Land, George, 16  
Language, 95  
challenges, 121–122  
Feinstein, Bradley, 104–105  
mental blocks, 108–112  
moonshots speech, 99–103  
overcoming resistance, 116  
pre-visualization, 112–116  
rational actors theory, 119–121  
self-identify, 104  
shifting behaviors, 118  
social change, 118–119  
words and images, 119

- influence behaviors, 95–99  
writing story, 105–108  
*See also* Imagination
- Le Guin, Ursula, 45
- LeaderShape, 102
- Leadership, 41, 55, 57, 66, 86, 135  
business and civic leaders, 42  
responsibility, 56
- Learning skills, 63–65
- LEGO bricks, 193
- Lehrer, Jonah, 32
- Lepore, Jill, 16
- Lincoln, Abraham, 179
- LinkedIn, 153
- Linkner, Josh, 23, 25, 85, 174
- Littlewoods.com, 89
- Locke, John, 47
- Logic, 4  
of disruptive innovation, 16
- Logistics, 216
- Love-based approach, 146
- Luria, Isaac, 145, 234
- Magee, Charlie, 14
- Making Slough Happy  
experiment, 159
- “Masculine” traits, 189
- Massachusetts Institute of  
Technology (MIT), 13
- Mathematics, 4
- McGraw, Peter, 173, 186, 193, 194
- McKelvey, Daren, 154, 193
- McLuhan, Marshall, 74
- Media Rules!*, 224
- Mental blocks, 108  
audio drops, 110
- Buckup, Sebastian, 110–111  
dramatic advancements, 111–112  
technology, 109
- Merryman, Ashley, 89
- the Met. *See* Metropolitan  
Museum of Art  
(the Met)
- Metropolitan Museum of Art  
(the Met), 55, 75, 185–186
- Miranda, Lin-Manuel, 58
- Mistakes, 215  
analyzing, 195  
different, 219  
learn from, 216  
*See also* Failure
- MIT. *See* Massachusetts  
Institute of Technology  
(MIT)
- MIT Entrepreneurship Review,  
227–228
- Moonshots speech, 99  
Google X, 101, 103  
Kennedy, 100–101  
leadership training program, 102
- Music, 29
- Nanotechnology, 204
- National Commission on Terrorist  
Attacks Upon the  
United States, 48–49
- NBC, 203
- Netflix, 84, 199–201, 203

- Neumeier, Marty, 83–84  
Neuroimaging techniques, 208  
9–11 Commission. *See* National Commission on Terrorist Attacks Upon the United States  
Nooglers, 152  
Obama, Barack, 67, 68, 71, 199  
Obsessive Compulsive Disorder (OCD), 210  
O’Connor, Bill, 77  
O’Neill, Paul, 97–99  
Operating system  
    reprogramming, 166–168  
Oppenheimer, Mark, 27  
Osborn, Alex, 219  
  
P&L world. *See* Profit-and-loss world (P&L world)  
Page, Larry, 59, 102  
Panels, 216  
ParentsTogether, 91  
Pew Research Center’s Religion and Public Life Project, 143–144  
Pew study, 144, 163  
Pink, Daniel, 50  
Poetry, 3  
Political freedom, 205  
Political rancor, 217  
Practical knowledge, 45  
Pre-visualization, 112–116  
Predictability, 65  
Priming, 33  
Problem solving, 148  
  
Profit-and-loss world  
    (P&L world), 55  
Proudfoot, Devon, 189–190  
  
Q4KIDZ programs, 91  
  
Rabbit-hole questions, 79  
Randomness of encounter, 165  
Rational actors theory, 119–121  
Rationality, 4  
Rauch, Doug, 228–229  
“Reach of Imagination” (Bronowski), 5  
Reality-based imagination, 43  
Reality-directed imagination, 44  
Recognizing and acknowledging imagination, 188  
creative and innovative people, 190  
creative role within organization, 188  
gender bias, 189  
Harvard Business Review, 189–190  
imagination and creativity, 191  
issues, 191  
organizations in society, 188  
    *See also* Imagination  
Religion, 35–36, 143, 145, 146, 230  
Religious-like phenomena, 145  
Robinson, Michael, 33–34

- Robotics, 204–205  
Ronn, Kurt, 87–88, 148–149  
Rose, Jamie, 83, 147  
Rosenkrantz, Jason, 37, 38  
Ross, Alec, 49–50
- Sachs, Goldman, 153, 186  
Sartre, Jean-Paul, 4  
Sawaya, Nathan, 194  
Scaffolding, 22–25  
Schizophrenia, 210  
Schumpeter, Joseph, 75–76  
Schwab, Klaus, 204  
Schwartz, Johanna, 10, 63–64, 188, 192, 194  
Science without experimentation, 30–32  
Scientific method, 30–32 components, 31  
Scott, Hannah, 2, 197, 206  
“Selective attention”, 169  
Shankman, Peter, 88, 148, 179, 194  
*Shift & Reset*, 222  
Sidney, Phillip, 3  
Siewert, Jake, 36–37, 153, 186  
Simms, Dia, 83, 186–187, 190, 191  
Siri, Jane Fulton, 86–87  
Six Sigma, 66  
Slocum, David, 76–78  
Smart(er) data challenges, 212  
data exhaust, 197
- data without imagination, 201–204  
4FIT, 207–211  
Fourth Industrial Revolution, The, 204–205  
imagination, 204–205  
imagination fueled by data, and vice versa, 198–201  
measuring imagination, 205–207  
pinpointing business trends, 198  
“Smart” devices, 150  
Smith, Megan, 130  
“Social-tie density”, 162  
Software, 16  
Sorkin, Aaron, 198, 203  
South by Southwest Interactive Festival (SXSW), 71–73  
Spacey, Kevin, 199  
“Spark with Imagination, Fuel with Data” approach, 59  
Sreenivasan, Sree, 55, 56, 75, 185  
Stiles, Sarah, 192  
Strategic imagination, 184  
Surprise, 40  
Sutton, Robert I., 177  
SXSW. *See* South by Southwest Interactive Festival (SXSW)  
Systems, 16, 61–63

- using expertise as determinant, 85
- standards of measurement, 85
- T-shirts, 216
- statements, 212
- Taylor, Bill, 74
- Technology, 126
- TEDxCambridge talk, 200–201
- Teller, Astro, 101
- Theoretical knowledge, 45
- Think Method, 29–30
- “Think System”, 29–30
- Thoughtless Acts*, 86–89
- 3D printing, 204
- Top-down communication, 128
- TrendWatching, 96
- Turing, Alan, 167–168, 173
- Turing Test, 167–168
- “Unexotic Underclass”, 227
- Unlocking potential, 63–65
- Unreasonable ideas, 94
- U.S. Chief Technology Officer (CTO), 130
- Virtual Reality, 16
- Visual imaging, 29–30
- Visualization, 113, 207
- Voting gaps, 164–165
- Wal-Mart, 136
- “War room” approach, 177, 179–181
- acknowledging imagination, 187–191
- asset, 192–194
- centrifugal workforce, 181–184
- challenges, 195
- imagination, 181, 184–187
- rapid-response operation, 180
- stopping overthinking, 177–179
- Warren, Rick, 144–145
- Weiner, Eric, 157, 160–161
- Weird Ideas that Work*, 177
- “Weird Rules”, 177, 178
- Wernicke, Sebastian, 200
- West Wing, The*, 198–199
- Wiener, Norbert, 13–14
- Wieth, Mareike, 68
- Williamson, Timothy, 43, 44
- Willmon, Beau, 199
- Wojcicki, Susan, 59
- Words, 99
- influence behaviors, 95–99
- World Series, 230
- Wright, Robin, 199
- Writing story, 105
- games, 105–108
- social dynamics, 107–108
- Zabelina, Darya, 33–34, 207, 208
- Zacks, Rose, 68
- Zuckerberg, Mark, 67, 154