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For our March breakfast meeting, hear authors Tim Nelson and Jim McGee (HBS 1980) discuss their new book Think Inside the Box: Discover the Exceptional Business Inside Your Organization (WCG Press, 2013).

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through the noise to focus on the core and eliminate the wasteful is a constant management challenge. The methods and tools in this book are the same ones used by consultants and private equity investors. Think Inside the Box walks you through the process step-by-step. You have the data and you have the tools; we provide the map and the directions. The regimen detailed in Think Inside the Box: Is data driven, using data readily available in the organization. Relies on the well-established 80/20 rule to direct focus and attention. Anchors analysis in the fundamental elements of any organization; products and services and the customers who use them. Demands no rare or unusual skills, techniques, or technology. Adapts simply to new data as it becomes available. Has a proven track record; applied to over 850 businesses acquired and integrated in one Fortune 150 company, ITW, which has consistently produced superior results. Think Inside the Box doesn't stop with analysis. It takes you from insight through execution. It shows you how to identify your most profitable products and customers. It walks you through how to combine those two lists to map your business into four boxes: The Core, Supporting Products, Benefactor Customers, and The Residual. Next, we show you how to take the resulting Quad Map and unearth the treasures locked inside each box. We demonstrate how, when, and where to apply over twenty distinct improvement tools and techniques including: Product Line Simplification Visual Production Kanban Inventory Management Dedicated Equipment One-at-a-time Manufacturing Value Stream Analysis In the final section, we detail the project management, program management, and organizational change management tasks and challenges you will face in taking advantage of the multiple opportunities that will create using the Quad Map and Tool Kit. Finally, we discuss how to embed the process and the tools into the ongoing operations of your business. The result is a business

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built to adapt to change. Organizations that have followed this process and used the tools and techniques systematically have seen sustained improvements such as: Eliminating 25% of catalog items without reducing total gross margin  
Increasing on-time deliveries to over 97% by instituting Kanban inventory management  
Reducing suppliers from over 200 to 40  
Increasing revenue per employee from \$137,000 to over \$425,000  
Improving operating income from 4% to over 28%

"This counterintuitive and powerfully effective approach to creativity demonstrates how every corporation and organization can develop an innovative culture. The traditional attitude toward creativity in the American business world is to 'think outside the box'-- to brainstorm without restraint in hopes of coming up with a breakthrough idea, often in moments of crisis. Sometimes it works, but it's a problem-specific solution that does nothing to engender creative thinking more generally. 'Inside the Box' demonstrates Systematic Inventive Thinking (SIT), which systemizes creativity as part of the corporate culture."--Provided by publisher.

"This cultural and personal history of crosswords and their fans, written by an aficionado, is diverting, informative, and discursive." —The New York Times Book Review, Editors' Choice  
A delightful, erudite, and immersive exploration of the crossword puzzle and its fascinating history  
Almost as soon as it appeared, the crossword puzzle became indispensable to our lives. Invented practically by accident in 1913, when a newspaper editor at the New York World was casting around for something to fill empty column space, it became a roaring commercial success almost overnight. Ever since then, the humble puzzle has been an essential ingredient of any

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newspaper worth its salt. But why, exactly, are the crossword's satisfactions so sweet? Blending first-person reporting from the world of crosswords with a delightful telling of its rich literary history, Adrienne Raphel dives into the secrets of this classic pastime. Thinking Inside the Box is an ingenious love letter not just to the abiding power of the crossword but to the infinite joys and playful possibilities of language itself.

When BIC, manufacturer of disposable ballpoint pens, wanted to grow, it looked for an idea beyond introducing new sizes and ink colors. Someone suggested lighters. LIGHTERS? With an idea that seemed crazy at first, that bright executive, instead of seeing BIC as a pen company—a business in the PEN “box”—figured out that there was growth to be found in the DISPOSABLE “box.” And he was right. Now there are disposable BIC lighters, razors, even phones. The company opened its door to a host of opportunities. IT INVENTED A NEW BOX. Your business can, too. And simply thinking “out of the box” is not the answer. True ingenuity needs structure, hard analysis, and bold brainstorming. It needs to start THINKING IN NEW BOXES—a revolutionary process for sustainable creativity from two strategic innovation experts from The Boston Consulting Group (BCG). To make sense of the world, we all rely on assumptions, on models—on what Luc de Brabandere and Alan Iny call “boxes.” If we are unaware of our boxes, they can blind us to risks and opportunities. This innovative book challenges everything you thought you knew about business creativity by breaking creativity down into five steps: • Doubt everything. Challenge your current perspectives. • Probe the possible. Explore options around you. • Diverge. Generate many new and exciting ideas, even if they seem absurd. • Converge. Evaluate and select the ideas that will drive breakthrough

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results. • **Reevaluate. Relentlessly.** No idea is a good idea forever. And did we mention Reevaluate? Relentlessly. Creativity is paramount if you are to thrive in a time of accelerating change. Replete with practical and potent creativity tools, and featuring fascinating case studies from BIC to Ford to Trader Joe's, *Thinking in New Boxes* will help you and your company overcome missed opportunities and stay ahead of the curve. This book isn't a simpleminded checklist. This is *Thinking in New Boxes*. And it will be fun. (We promise.) Praise for *Thinking in New Boxes* "Excellent . . . While focusing on business creativity, the principles in this book apply anywhere change is needed and will be of interest to anyone seeking to reinvent herself."—Blogcritics "Thinking in New Boxes is a five-step guide that leverages the authors' deep understanding of human nature to enable readers to overcome their limitations and both imagine and create their own futures. This book is a must-read for people living and working in today's competitive environment."—Ray O. Johnson, Ph.D., chief technology officer, Lockheed Martin "Thinking In New Boxes discusses what I believe to be one of the fundamental shifts all companies/brands need to be thinking about: how to think creatively, in order to innovate and differentiate our brands. We need to thrive and lead in a world of accelerating change and this book challenges us to even greater creativity in our thinking. One of the best business books I've read in a long time."—Jennifer Fox, CEO, Fairmont Hotels & Resorts "As impressive as teaching new tricks to old dogs, *Thinking in New Boxes* is both inspirational and practical—a comprehensive, step-by-step guide to sharpening one's wits in order to harness creativity in the workplace."—Peter Gelb, general manager, Metropolitan Opera

Jess has been in love with her best friend, Kate, for seven

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years, but her feelings have never been returned. One night they sleep together, and Jess finds out how much it is possible to be hurt by someone close. Jess and Kate struggle to redefine their friendship. They spend a week at Jess's family holiday house in a small seaside town, Awatangi, intending to make the time to talk things through, but the conversations never happen. Kate makes vague promises, but begins to have second thoughts. Jess wants Kate, and nothing else, and is heartbroken that isn't enough. Jess decides – while everything is changing in her life – that she doesn't want to go on living in the city, that she wants to return to Awatangi. Part of her hopes some physical distance between them may help things with Kate, and part of her – frustrated and upset – simply wants to leave Kate behind. In Awatangi, Jess meets Keri, a local lawyer who has also recently returned home. Like Jess, Keri surfs, and like Jess, she seems to feel some attachment to her family roots in Awatangi. Jess is drawn to Keri, but forces herself not to let anything happen. Despite everything, Kate is still Jess's closest friend, and she has loved Kate all her life. She feels she has to give the situation with Kate as long as she can to work itself out. Awatangi is about coping with feelings for a close friend that are not returned, set in a small holiday township on the West Coast of the South Island of New Zealand. It is an exploration of getting what you've always wanted and it not being enough, of being in love with one person and wanting another, and of finding out that life doesn't always turn out as expected.

Develop Your Own Creative Business Ideas Lessons From Top Creative Business Entrepreneurs Remember how your parents told you that you could be anything you wanted when you were growing up? This is what they were talking about. These people are living proof that you can be anything and

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that anyone can be an innovator. 25 Powerful Lessons To Fire Up Your Creative Confidence In this book, we will examine the top twenty most creative thinkers in the world today. We'll take a brief look at who they are and what they do. Don't miss the last chapter when we put together a list of the top twenty-five lessons we can learn from these creative thinkers. In this book you'll learn: How a dental equipment sales rep found an opportunity in customers experiences with wait times, pricing, and shoddy equipment and turned it into a thriving dental clinic business How a royal princess and CEO of a company in one of the most traditional countries on earth, empowered women in workforce An Latin American entrepreneur creates a technology start-up accelerator An entrepreneur creates an app that creates 3.5 billion views per month How an Internet image sharing start-up simply tweaked an old idea but made it better How an app saved 500,000 lbs of food from being thrown in dumpster and made it for-profit company that helps other for-profit companies donate food, reduce disposal costs and lower their taxes And much more

Nobody wants to fail. But in highly complex organizations, success can happen only when we confront our mistakes, learn from our own version of a black box, and create a climate where it's safe to fail. We all have to endure failure from time to time, whether it's underperforming at a job interview, flunking an exam, or losing a pickup basketball game. But for people working in safety-critical industries, getting it wrong can have deadly consequences. Consider the shocking fact that preventable medical error is the third-biggest killer in the United States, causing more than 400,000 deaths every year. More people die from mistakes made by doctors and hospitals than from traffic accidents. And most of those mistakes are never made public, because of

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malpractice settlements with nondisclosure clauses. For a dramatically different approach to failure, look at aviation. Every passenger aircraft in the world is equipped with an almost indestructible black box. Whenever there's any sort of mishap, major or minor, the box is opened, the data is analyzed, and experts figure out exactly what went wrong. Then the facts are published and procedures are changed, so that the same mistakes won't happen again. By applying this method in recent decades, the industry has created an astonishingly good safety record. Few of us put lives at risk in our daily work as surgeons and pilots do, but we all have a strong interest in avoiding predictable and preventable errors. So why don't we all embrace the aviation approach to failure rather than the health-care approach? As Matthew Syed shows in this eye-opening book, the answer is rooted in human psychology and organizational culture. Syed argues that the most important determinant of success in any field is an acknowledgment of failure and a willingness to engage with it. Yet most of us are stuck in a relationship with failure that impedes progress, halts innovation, and damages our careers and personal lives. We rarely acknowledge or learn from failure—even though we often claim the opposite. We think we have 20/20 hindsight, but our vision is usually fuzzy. Syed draws on a wide range of sources—from anthropology and psychology to history and complexity theory—to explore the subtle but predictable patterns of human error and our defensive responses to error. He also shares fascinating stories of individuals and organizations that have successfully embraced a black box approach to improvement, such as David Beckham, the Mercedes F1 team, and Dropbox.

Reece Tassicker has a dream about a number he knows he needs to remember. When messages for him start appearing in books, he learns that his future activities are being

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predicted - to the precise minute. And that someone is mysteriously using this knowledge to influence events in his life. As Reece starts to out-think the people who can control his life, he learns there are chinks in our reality that allow us discrete glimpses behind the true nature of the universe. Because our reality isn't quite as real as we think it is. He develops new thinking techniques to help understand what's happening to him. But as Reece Tassicker gets closer to the truth, the mysterious individuals decide to eliminate him from their future plans. Permanently. The Delicate Force is an unusual half-fact, half-fiction thriller with a remarkable non-fiction ending. The facts are so extraordinary that it needs a fictional plot to help you to believe they really are true. Read The Delicate Force and be prepared to think about reality differently - for the rest of your life.

Memoir of a heart-wrenching life of a little girl who made it through, though adult life got worse, even through six abusive marriages and lots of illnesses.

Recently widowed, Henry Wolff is an emotionally challenged father who is being sued by his daughter, Sharon, for financial control of the estate. He must prove that he fits in - not an easy thing to do when you aren't quite all there. Rumors run rampant around the town in attempts to explain away his odd behavior. But Henry does have a very special gift. In a town divided by the have and have-nots, Henry alone can inspire and touch even the most jaded lost souls. With a family secret tucked tightly away, members of the Wolff family struggle to see eye to eye. Between an impending trial looming and drama ensuing in the town, will Henry be able to unite his own family as tragedy strikes them yet again?

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