

Predatory Thinking PDF

Dave Trott



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Predatory Thinking

Mastering the Art of Strategic Creative Thinking in
Business.

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About the book

In "Predatory Thinking," acclaimed advertising strategist Dave Trott reveals powerful strategies that empower you to outthink your competition. Using the engaging metaphor of two explorers in a jungle confronted by a roaring tiger, Trott illustrates the essence of his philosophy: it's not about outpacing the fiercest challenge, but about mastering your approach to it. Through a collection of succinct anecdotes and compelling stories, he encourages readers to shift their perspective and transform seemingly insurmountable obstacles into manageable tasks. Drawing inspiration from a blend of Eastern and Western philosophy, along with vivid historical figures—from WWII pilots to iconic artists—this book distills a lifetime of creative insight, making it an essential read for anyone striving to thrive in a competitive landscape.

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About the author

Dave Trott is a renowned advertising expert and creative strategist, celebrated for his unconventional approach to problem-solving and his insightful perspective on marketing dynamics. With a career spanning several decades, he has worked with top agencies and clients worldwide, earning accolades for his ability to blend sharp intuition with a keen understanding of consumer behavior. Trott is also an accomplished author and speaker, renowned for his engaging storytelling style that distills complex concepts into relatable insights. His book, "Predatory Thinking," reflects his belief in the power of creativity and strategic thinking in navigating challenges, making him a significant voice in the fields of advertising and business innovation.

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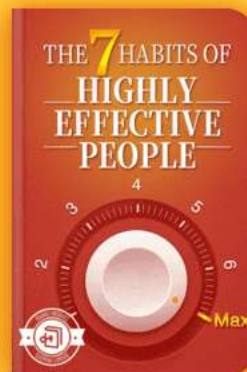


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Chapter 1 Summary : Introduction: Why Predatory Thinking?



INTRODUCTION: WHY PREDATORY THINKING?

Context in Creativity and Problem-Solving

In the author's experience in advertising, a key realization is that everything exists in context; nothing is categorically good or bad. Most thinking overlooks this, which is why it often fails. Solving problems requires a shift in context—to transform an unsolvable issue into one that can be addressed. Henry Ford emphasized breaking problems into manageable



parts to find pressure points that can lead to broader change.

Learning Through Experience Over Formula

The author expresses a preference for experiential learning over rigid formulas found in textbooks, which tend to be forgettable and unengaging. They believe that self-discovered lessons have a lasting impact. Citing advertising legend Bill Bernbach, the author highlights that enduring principles are more valuable than transient formulas.

A Narrative Approach to Learning

This book is structured around stories rather than rules, presenting examples from various fields that have shaped the author's understanding of predatory thinking. The intention is to help readers internalize principles through these narratives, allowing for unique applications beyond the author's own perceptions. This method embodies the essence of predatory thinking.



Chapter 2 Summary : Part One Creative is an adjective not a noun



PART ONE: CREATIVE IS AN ADJECTIVE NOT A NOUN

The Creativity of Mischief

A talented ex-student of the author, now a successful copywriter, performed a clever prank involving a modern art piece owned by his CEO. He cut matching colored squares from a Pantone book to leave at the bottom of the painting. The CEO, deceived into thinking the squares were falling off, faced embarrassment and humiliation when he realized the



truth. This incident highlights creativity's essence through simplicity and the power of imagination.

The Ship of Theseus

The Ship of Theseus dilemma illustrates how identity is affected by change over time. As all parts of the ship are replaced, questions arise about whether it remains the same ship. Philosopher Thomas Hobbes expanded on this by suggesting two versions of the ship: the restored one and the pile of original materials. Ultimately, its identity is tied to the concept and intention behind it, emphasizing that creativity involves bringing ideas to life from mere concepts.

The Power of Ignorance

Ignorance can limit understanding, as demonstrated through experiences involving an expensive phone call made by the author's young son, who didn't know how phones worked. Similarly, Stanley Pollitt's mismanagement of sheep, due to lack of knowledge about farming, led to their death. These anecdotes highlight that understanding is often built on personal experience, and embracing ignorance can lead to greater discovery.



Creativity Takes Effort

A story about an old lady who creatively dealt with domestic abuse underscores that true creativity often requires hard work and determination. She eliminated her abuser by planning meticulously and executing her plan over time. The difference between a good idea and successful execution lies in commitment and perseverance.

Visual Humour

The author shares a light-hearted experience post-eye surgery, where a colleague's prank involving wobbly photocopies at work brought humor to an uncomfortable situation. This incident illustrates how creativity can manifest in unexpected, playful ways.

How Can We Each Get What We Want?

Using creative problem-solving, the author addresses how to encourage his daughter's learning while satisfying her desire for TV. He found a way to have her engage with Shakespeare through animation, and for his son, he devised a challenge



involving hidden TV plugs to motivate homework completion. Both methods allowed the children to have fun while learning.

A Creative Mind is an Enquiring Mind

At a talk featuring prominent scientists and thinkers, the author notes their childlike curiosity and passion for discovery. Their ability to ask questions and challenge existing knowledge exemplifies true creativity, setting them apart from mere stylists who simply rehash old ideas. True creativity flourishes in those who relentlessly ask, "Why?"

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Example

Key Point: Embracing curiosity fuels creativity and leads to unique ideas.

Example: Imagine you're sitting in a meeting where everyone seems stuck on the same old ideas. You take a moment, look around, and remember your childhood curiosity. So, you ask a simple question: 'Why do we do it this way?'. Suddenly, sparks fly. Your question opens the floodgates for new ideas, propelling the discussion into uncharted territory, proving that sometimes, asking 'why' is the key to unlocking creativity.



Chapter 3 Summary : Part Two Life is a zero-sum game

Section	Summary
Predatory Thinking	Describes Robert Stanford-Tuck's experiences as a WWII fighter ace, drawing parallels between warfare and competitive marketing.
The Reality of War and Marketing	Stanford-Tuck points out that many clients ignore the competitive nature of advertising and prefer non-controversial content, highlighting that marketing is a zero-sum game.
Hard Choices in Liberty	Discusses Isaiah Berlin's concepts of liberty, illustrating that pursuing one type of freedom often limits another, much like choices in marketing involve trade-offs.
The Illusion of Abundance	Critiques the belief that market share can increase without sacrifices, emphasizing the need to understand where sales are sourced from.
You Can Have It All, But Not All at Once	Uses a personal anecdote to illustrate that combining elements can dilute their strengths, reinforcing that clarity and focus in marketing messages are crucial.
Conclusion	Emphasizes the importance of single-minded propositions in marketing, where clarity leads to successful communication, avoiding mixed messages.

PART TWO: LIFE IS A ZERO-SUM GAME

Predatory Thinking

The narrative revolves around Robert Stanford-Tuck, a WWII fighter ace, and his experiences battling Italian planes during a bombing raid on London. Despite the apparent ease of the aerial conflict, the encounter showcased the harsh realities of war, akin to the competitive nature of marketing.



The Reality of War and Marketing

Stanford-Tuck reflects on how many clients seem oblivious to the serious business of competition in advertising, preferring to create likable, non-controversial content. He emphasizes that marketing, like war, is a zero-sum game where one party's gain is another's loss.

Hard Choices in Liberty

Philosopher Isaiah Berlin's concepts of positive and negative liberty are discussed—illustrating that the pursuit of one type of freedom often infringes on another. The idea is that every choice in marketing or business involves trade-offs, akin to the immutable laws of nature, where nothing can be created or destroyed but merely transformed.

The Illusion of Abundance

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Chapter 4 Summary : Part Three 90% of advertising doesn't work

Section	Summary
The Awareness Gap	The chapter discusses how people often overlook details in advertising, with 89% not being recalled. The focus should shift to whether the ad is noticed rather than if it is executed correctly.
Understanding Value for Consumers	The importance of offering tangible benefits to consumers is emphasized, showcasing the necessity of understanding the consumer's perspective through engaging workshops.
Perception vs. Reality	Effective communication relies more on perceived beliefs than on complex truths, suggesting that simple messages are more effective in advertising.
Building Trust	The narrative illustrates that trust can be a unique selling point, advocating for long-term relationships over immediate results in advertising strategies.
Quality Over Quantity	The chapter critiques the industry's focus on metrics, arguing for prioritizing quality and relevance over sheer volume in advertising efforts.
Consumer Perspectives	Using teabags as an analogy, the need for understanding that consumers have different knowledge and beliefs from industry insiders is highlighted for effective advertising.
Turning the Telescope	The disconnect between advertising professionals and consumer perspectives is emphasized, suggesting the importance of seeing the world from the consumer's point of view.
Advertising's Role	While effective advertising can create interest, it cannot guarantee sales or influence fundamental consumer choices, as many ads fail due to a lack of understanding of consumer needs.

Summary of Chapter 4: Advertising Insights

The Awareness Gap

The chapter opens with a story about a police inspector testing new recruits' observation skills, highlighting that people often overlook their surroundings. This sets the stage



for discussing advertising, where consumers act like ordinary citizens, not trained to notice the details in advertising like professionals would. The alarming statistic reveals that 89% of advertising is not noticed or remembered, emphasizing the need to shift the focus from "Is our ad right?" to "Will anyone even notice it?"

Understanding Value for Consumers

The author recounts an interaction with a young woman asking him to run a workshop. He stresses the importance of understanding the consumer's perspective, which revolves around the question, "What's in it for them?" This illustrates that presenting an offer requires tangible benefits for the consumer, akin to how marketing for services works.

Perception vs. Reality

Using the example of Group Captain John Cunningham, the narrative explains that effective communication often relies on perceived beliefs, rather than the intricate truth. The chapter argues that simplistic messages resonate more strongly than complex truths in advertising—what matters is whether the target audience wants to believe the message.



Building Trust

The story of a plumber demonstrates how trust can be a unique selling proposition. The plumber's integrity led to a long-term relationship with a customer, contrasting with traditional short-term advertising strategies. Similarly, ad agencies should foster trust and relationships over merely pushing for immediate results, positioning themselves as reliable partners.

Quality Over Quantity

The author critiques the industry's focus on metrics over the quality of the work. Using humorous anecdotes, the narrative illustrates how valuing volume (like time spent) can detract from the actual value delivered to consumers. Quality and relevance should be the guiding principles behind advertising.

Consumer Perspectives

The author uses teabags as an analogy to explain that we cannot assume others have the same knowledge or beliefs as



we do. Advertising professionals need to remember that consumers view products differently, often with less familiarity than industry insiders. Real understanding of the consumer's mindset is essential for effective advertising.

Turning the Telescope

Through the story of an American agency and a parking attendant, the author emphasizes the disconnect many advertising professionals feel in understanding consumer perspectives. The ability to view the world from the consumer's vantage point allows for more authentic and effective communication.

Advertising's Role

The chapter concludes with the assertion that while great advertising can create an edge, it cannot guarantee sales. Influencing consumer behavior requires many factors beyond advertising—like product quality and availability. Effective advertising can create curiosity but cannot change fundamental consumer needs or choices. Ultimately, many ads fail because they are crafted by those who do not fully understand this principle.



Critical Thinking

Key Point: The importance of consumer-centric advertising.

Critical Interpretation: Dave Trott argues that effective advertising hinges on understanding consumer perspectives and creating messages that resonate with their needs. However, it's essential to challenge this notion by considering that not all advertising success stems solely from consumer understanding; wider market dynamics and external factors play significant roles in shaping consumer behavior. Research shows that advertising effectiveness can also depend heavily on timing, brand reputation, and product fit—elements that Trott does not fully address. For a more comprehensive understanding, refer to sources like 'The Advertising Effect: How To Change Behaviour' by Adam Ferrier which explores the multifaceted nature of advertising success.



Chapter 5 Summary : Part Four You can run from it or you can learn from it

PART FOUR: YOU CAN RUN FROM IT OR YOU CAN LEARN FROM IT

The Importance of Asking

Warren Beatty's approach to women was straightforward: he asked every woman he met if she'd sleep with him. This reflects a broader life lesson: fear of rejection often prevents us from asking for what we want. Many people are paralyzed by the thought of potential rejection, leading them to avoid asking at all. This mindset guarantees failure, as many don't take chances unless they are sure of a positive outcome.

Facing Rejection as a Learning Opportunity

Rejection should be viewed as a speed bump rather than a dead end. In advertising, for instance, most creatives face rejection frequently; success often requires producing a



significant number of ideas before getting a few approved. Embracing rejection opens doors to opportunities.

Criticism and Personal Growth

Randy Pausch, during his last lecture, shared how criticism often indicates that someone believes in your potential. Unlike praise, which can foster complacency, criticism can inspire growth and improvement. The experiences of both Pausch and others highlight that constructive feedback is invaluable for development.

Letting Go of Past Injustices

Personal stories emphasize that holding on to past injustices, such as uncredited work or unfair treatment, can be detrimental. This fixation diverts focus from present opportunities and future growth. Gandhi's insight into revenge serves as a reminder of the harmful nature of dwelling on such feelings.

The Impact of Early Failure

Experiences like failing the 11-plus exam can shape a



person's future, as seen through the author's reflections on his academic struggles. Tim Martin, founder of Wetherspoon, used his negative school experience to fuel his success, demonstrating how a desire to prove detractors wrong can drive achievement. He named his successful pub chain after a teacher who doubted him, turning a negative past into a source of motivation.

In summary, this chapter explores the themes of learning from rejection, the value of criticism over praise, moving past past grievances, and the motivation derived from early failures. Embracing these experiences can lead to personal and professional growth.



Chapter 6 Summary : Part Five Less really is more

PART FIVE: LESS REALLY IS MORE

Clustering

In his early career as a copywriter, Dave Trott recalls a conversation about a Pepsi commercial that highlighted an important point about consumer behavior: people often make choices without differentiating between brands. Research by Sheena Iyengar showed that when given multiple options, many people cluster choices together. An experiment with spaghetti sauce revealed that fewer options led to higher purchases, demonstrating that the mind prefers manageable choices rather than overwhelming ones. Trott concludes that to effectively manage choice, we must understand human clustering tendencies.

Everything's Changed and Nothing's Changed



Trott shares a personal story about cultural differences in marriage perspectives between him and his Chinese father-in-law. While they both valued respect toward their wives, their views on commitment and responsibilities differed significantly. This illustrates how perspectives can shape our understanding and approach to relationships. He reinforces the idea that there is no singular "right" perspective; acknowledging multiple viewpoints fosters learning and understanding.

STFU

Trott narrates the story of a Western woman seeking to be a nun in a Taoist temple and her struggle with constant talking. The challenging ultimatum from the senior lama—to remain silent for three years—was intended to help her understand the importance of controlling her own thoughts and emotions rather than overwhelming others with words. This highlights

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on, and the mind maps help reinforce wh
I've learned. Highly recommend!

Alex Walk

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Chapter 7 Summary : Part Six Taste is the enemy of creativity

TASTE IS THE ENEMY OF CREATIVITY

Creative Charlatans

Picasso's interaction with a fan highlights the tension between conventional taste and true creativity. He believed that "taste" can restrict one's expressive potential, as it adheres to familiar standards and cannot encompass the new. Picasso embraced rejection from critics, finding humor in being deemed a charlatan when he pushed boundaries. Similarly, Andy Warhol thrived on controversy, challenging the notion of art itself and celebrating superficiality.

It's OK to Feel Uncomfortable

Experiences of discomfort are essential for personal growth, likened to the transition from the safe womb to the harsh realities of life. The journey of adapting to new experiences



illustrates that discomfort can lead to discovery and development. Paul Arden encouraged embracing discomfort as a necessary feeling that signifies new beginnings.

Don't Trust Experts

Historical examples show that so-called experts often make grave mistakes, leading to disastrous outcomes. People tend to rely on experts to avoid responsibility, but this can lead to poor choices. Ultimately, individuals must take responsibility for their decisions about whom to trust, as there are no guarantees of expertise based on credentials alone.

What Works vs What Doesn't

Personal experiences challenge preconceived notions, highlighting the value of an open mind. An encounter with clairvoyance defied initial skepticism and demonstrated the importance of agnostic thinking: suspending judgment to explore new ideas. The distinction between skepticism (open to evidence) and cynicism (closed off) is crucial in evaluating experiences.

Stop Trying to Be Liked

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Jack Dee's comedic journey exemplifies the pitfalls of pursuing external approval. Initially striving for audience favor, he found success only when he embraced his true self, rejecting the need for acceptance. His story illustrates that authenticity and individuality are critical to standing out in any field, particularly in advertising. Aspirants should focus on their uniqueness rather than conforming to expected norms.

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Example

Key Point: TASTE CAN LIMIT CREATIVITY

Example: Imagine you're at a dinner party. Everyone is discussing a popular book, and in your mind, you have a wild idea for a new story that breaks all the rules of conventional literature. But, feeling the pressure to adhere to the prevailing taste, you keep your idea to yourself. This is the essence of the chapter's message: by prioritizing 'taste', you stifle your creative potential. Just like Picasso and Warhol, embracing the discomfort of rejection can lead you to explore uncharted territories in your creativity.



Critical Thinking

Key Point: The tension between conventional taste and true creativity can stifle original expression.

Critical Interpretation: In the chapter, the author emphasizes that adherence to established taste limits artistic innovation, urging readers to rethink the value placed on conventional standards of beauty. While this perspective champions bold creativity, it overlooks the role of constructive criticism in fostering a balanced artistic development. The reliance on personal taste, as argued by critics like John Stuart Mill, illustrates that subjective judgments play an important role in shaping culture and public acceptance of innovation (Mill, 1859). Thus, while Trott advocates for the rejection of taste as a constraint, one should critically assess whether completely dismissing taste entirely may lead to chaos rather than creative liberation.



Chapter 8 Summary : Part Seven The art of war

The Art of War: Fragging

When serving in Vietnam, lieutenants faced high mortality rates, primarily due to 'fragging'—a method where their own soldiers would warn them against reckless decision-making through staged grenade warnings. The lesson here is that threats must be taken seriously; otherwise, they lose their power. It's important to consider the consequences before making threats or promises.

Stir Things Up

Jane Juska, a retired schoolteacher, disrupted the norms about aging and sexuality by placing a bold ad in the New York Review of Books seeking romantic encounters with intelligent men. Her daring decision not only led to personal fulfillment but also inspired other women. This highlights the importance of breaking societal expectations and facing fears to facilitate meaningful change.



Trust

Tony Adams, a famed football captain, exemplified the importance of trust within a team. He focused on his role in defense without overextending into others' responsibilities, emphasizing that each team member should trust each other's capabilities. The effectiveness of a team relies on knowing who can be counted on to fulfill their roles while allowing them the space to do so.

Having Some Skin in the Game

Max Forsythe's experience with an El Al airport clerk, who had to fly on the plane she inspected, illustrates how accountability enhances performance. This notion raises questions about how decision-making would change if individuals had more personal stakes, urging a more serious approach to responsibilities in all sectors, including business.

The Difference Between Involvement and Commitment

Commitment entails a deeper engagement than mere



involvement. The analogy of ham and eggs compares the pig's commitment to the chicken's involvement, underscoring how true success requires an all-in approach. Historical examples show that when commitments are staked, decisive actions follow, as demonstrated by Churchill during World War II.

Strategy is What, Tactics is How

The Second World War serves as a case study of strategy versus tactics, with Churchill representing strategic oversight and Hitler embodying tactical interference. Effective strategists provide a clear direction without interfering in the tactics, allowing for operational flexibility while maintaining the focus on the bigger picture.

When Strength Becomes Weakness

Technology can lead to over-reliance, resulting in ineffective strategies. The Vietcong's simplistic yet effective tactics during the Vietnam War stand in stark contrast to the US military's complex technological reliance, illustrating that straightforward ideas often outperform complicated technologies in achieving objectives.



God is in the Detail

Jackie Stewart, a Formula One champion, showcased the importance of meticulous attention to detail in racing. His strategic approach—focused on avoiding unnecessary risks and leveraging every opportunity, even using senses like smell—demonstrates how using every detail can lead to success, and that diligence often trumps sheer speed.

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Chapter 9 Summary : Part Eight Form follows function

PART EIGHT: FORM FOLLOWS FUNCTION

One man's fish is another man's poisson

The author recounts a visit to his mother, where she reveals her shock that a neighbor's son was imprisoned for robbery. Despite his polite demeanor, he had committed the crime using a sawn-off shotgun, which his father cherished as a piece of craftsmanship. This reflects how a valuable object can mean different things to different people. The author relates this to a story about a roller blind that, upon renovation, was found to have original David Hockney drawings, emphasizing how context changes perception.

The Misalignment of Briefs and Solutions

The author shares an insight from Jim Kelly about the “Procter & Gamble triangle,” where ideas are often



misconstrued through adaptations, resulting in solutions that no longer fit the original problem. This illustrates the importance of starting with the correct brief to ensure the function dictates the form. Formal education in design emphasizes that efficacy stems from understanding function first.

Chance Favors the Connected Mind

In another anecdote, the author discusses how innovative ideas often develop through collaborative environments rather than solitary “Eureka” moments. An example is provided of Timothy Prestero's *Design that Matters*, where the team created a repairable neonatal incubator using car parts, effectively addressing the problem of premature infant care in the Third World. This story underscores the importance of gathering diverse perspectives and understanding broader issues to define the correct brief.

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Chapter 10 Summary : Part Nine The human mind is our medium

PART NINE: THE HUMAN MIND IS OUR MEDIUM

Game-changing Thinking

Nearly a century ago, Herman Hesse's "Steppenwolf" introduced the concept of revisiting life choices. This theme resonates deeply with our desire to reflect on missed opportunities—like a chance encounter or job offer. A campaign by Gatorade exemplifies this curiosity through a creative idea rather than standard advertising. The campaign revisited a tragic hockey match from the '90s where a player's injury halted the game. Gatorade allowed the now-adult players to relive the match, inspiring them to train and engage with their past, showcasing how their drink replenishes energy. The concept went beyond advertisements and created an emotional connection with consumers.



The Train is Leaving the Station

A story from a Marketing Forum highlighted how a client transitioned from a life of selling margarine to creating a chocolate pudding after realizing his passion. When he approached an agency with his idea, they tricked him with a fabricated competitor's product, leading him to seize the opportunity without delving into minor details. This method emphasized urgency and desire, illuminating the idea that our perception of time and competition influences decision-making.

Imagination vs Reality

The power of personal imagination often breeds irrational fears. Anecdotes about Halloween and a spooky piano illustrate how imagination can evoke more fear than reality. While traditional media portrays finite visions, imagination holds infinite potential. As Albert Einstein posited, imagination surpasses knowledge, allowing fresh perspectives on challenges.

Just Imagine

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During WWII, the author's father experienced eerie sounds in an empty house, initially igniting fear—only to discover a cat trapped inside a piano. This moment underscores the tension between rationality and imagination. Embracing imagination leads to more innovative work, but it mustn't control our decisions.

Cock-up or Conspiracy?

World War II provided instances of unforeseen consequences, such as the downfall of the Bismarck by outdated aircraft. In interpersonal relationships, misunderstandings, like Churchill's interactions with Roosevelt, stem from our interpretations of intentions, which often may err on the side of perceived conspiracies instead of simple errors.

What We See Says More About Us Than About What We See

The grim case of Chris Craig and Derek Bentley illustrates subjective interpretation in communication. Bentley's fate hinged on how his words were perceived, revealing that our interpretations often reflect our internal feelings and situations.



Push-thinking vs Pull-thinking

The Michelin Guide began as a tool for selling tires but evolved into a symbol of culinary excellence, showcasing how innovative thinking can create needs and desires without overt persuasion. This evolution highlights the potential of consumer-driven marketing, where excellence generates its own demand.

The Only Medium That Doesn't Change is People

In a rapidly evolving world, historic voices have continuously lamented the disregard for older wisdom, highlighting society's cyclical critique of youth. Notable figures from history have echoed sentiments of discontent regarding the younger generation, reinforcing the notion that change is constant and often unsettling, stressing the importance of adaptation in an era of perpetual evolution.



Critical Thinking

Key Point: Change is constant but contemplation of past opportunities can offer valuable insights.

Critical Interpretation: The chapter underscores the importance of reflecting on past choices while also recognizing that each generation faces unique challenges, potentially making nostalgia for past wisdom somewhat misguided. While Trott advocates for re-engagement with history to fuel creativity and marketing strategy, it's crucial to question whether over-reliance on nostalgia hinders innovative thought or limits future possibilities. This viewpoint can be contrasted with arguments in 'The Innovator's Dilemma' by Clayton Christensen, which suggests that innovation must often break from tradition rather than revisit it.



Chapter 11 Summary : Part Ten The journey is the destination

THE JOURNEY IS THE DESTINATION

The Journey vs The Destination

Mick Dean, a successful advertising photographer, became fascinated with the historical pilgrimage to Santiago de Compostela. Initially deterred by life's demands, coincidences led him to embrace the journey. Undertaking the walk transformed his perspective, revealing that the journey itself, rather than merely the destination, holds significance. Realizing he was living for an end that didn't exist, Mick chose to focus on enjoying life through meaningful experiences over monetary success, ultimately leaving photography for a passion for painting.

Logic is Our Superstition

Logic often dominates Western thinking, overshadowing



results. This reliance is akin to superstition; in both cases, outcomes frequently matter less than the justification for decisions. Examples from various fields demonstrate that training and qualifications can be valued over effectiveness. Innovators like Akio Morita, Richard Branson, and Steve Jobs challenge this logic by exploring and trying new ideas without prior research, leading to unexpected successes.

The Secret to Being a Creative Director

Kenny Dalglish's transition from player to manager underscores the difference between performing and leading a team. A creative director's role is to build and empower a team rather than to execute tasks directly. Success comes from recognizing when one cannot contribute personally and ensuring the team's collective output thrives, which is essential for effective leadership.

HAVE-DO-BE vs BE-DO-HAVE

The traditional approach (HAVE-DO-BE) delays progress by waiting for titles or recognition before taking action. Dave Trott advocates for the BE-DO-HAVE approach where one embodies the desired role, takes action, and eventually



achieves recognition. This proactive stance leads to more meaningful contributions and career advancement.

Reasonable People

Dame Ellen MacArthur's determination exemplifies unconventional thinking. She disregarded societal norms and focused on her goals, leading to significant achievements like sailing solo around the world. Emphasizing personal logic over established "reasonableness" showcases the importance of questioning norms and pursuing one's own path.

Speaking the Unspeakable

Cindy Gallop's candid discussion at TED about sexuality and societal expectations challenges conventional dialogues. Her project aims to create open communication about diverse sexual experiences, illustrating the importance of understanding rather than responding with anger. Embracing constructive dialogue fosters resolution and understanding, revealing personal growth.

What If It Really Was a Matter of Life and Death?



Robert Capa's experiences at D-Day highlight the fragility of capturing significant moments. His near-total loss of film illustrates the unpredictable nature of creative endeavors. Acknowledging this reality can provide perspective when facing obstacles in advertising and creative processes.

Denial

Trott shares his personal journey of overcoming denial about his passion for advertising, ultimately finding fulfillment by embracing it. This principle extends universally; releasing denial enables individuals to direct their energies positively. The notion of combining personal passions with impactful work attests to the possibility of affecting change creatively.

Media Doesn't Have to Be Media

Oxfam's campaign against Third World debt shows that innovative media can emerge from unexpected sources. By stamping bank notes with messages, they turned currency into a tool for awareness, proving individuals can drive social change regardless of traditional media limitations. This creative approach emphasizes empowerment and grassroots activism.



Chapter 12 Summary : Epilogue:

Learning isn't the same as being taught

Section	Summary
Introduction to the Story	The narrative focuses on the author's father-in-law, who survived the Great Typhoon of Swatow in 1922, losing his family and village.
Resilience and Adaptability	After being rescued and raised in an orphanage, he moved to Singapore with an uncle and excelled in various jobs despite a lack of formal education.
Self-Education and Innovation	He self-trained in trades like plumbing and electrics, disregarding industry standards to create superior methods, leading to a successful contracting company.
Entrepreneurial Spirit	Dissatisfied with his suppliers' quality, he began making his own products and built his company's headquarters independently.
Conclusion: The Value of Independent Thinking	The story highlights that lack of formal training allowed for creativity and independent thought, showing that real-world challenges foster innovative problem-solving essential for success.

EPILOGUE: LEARNING ISN'T THE SAME AS BEING TAUGHT

Introduction to the Story

The narrative begins with the life of the author's father-in-law, who was born in China around 1916. His early childhood was marked by tragedy, as he survived the Great Typhoon of Swatow in 1922, which led to the loss of his family and village.



Resilience and Adaptability

After being rescued and placed in an orphanage, the father-in-law eventually found his way to Singapore with an uncle. Despite lacking formal education, he displayed a remarkable ability to engage in various jobs, seizing every opportunity that came his way.

Self-Education and Innovation

His hands-on experience allowed him to self-train in various trades like plumbing and electrics. He did not adhere to industry standards, instead opting for his own, which turned out to be superior. This proactive approach led him to establish a successful plumbing contracting company.

Entrepreneurial Spirit

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Best Quotes from Predatory Thinking by Dave Trott with Page Numbers

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Chapter 1 | Quotes From Pages 5-7

1. 'There's no problem that can't be solved if you break it down into small enough pieces.'
2. 'Principles endure, formulas don't.'
3. 'Nothing exists in limbo. Everything exists in context.'
4. 'Lessons that you work out for yourself are much more powerful than rules you memorize parrot-fashion.'

Chapter 2 | Quotes From Pages 8-27

1. 'What he did was very creative. And what made it so creative was the simplicity. The understatement. He didn't do, or say, anything. He just left some little bits of coloured paper on the floor. And let imagination do the rest.'
2. 'Creativity is creating something out of nothing. The power of ignorance... Maybe, rather than defending the tiny bit of knowledge we do have, we should be embracing what we



don't know.'

3. 'Unless we make it happen it never exists. It just stays as another good idea that never happened.'

4. 'What separates creative people from stylists is an enquiring mind.'

5. 'Creativity takes effort... Sometimes, as with her, it's more methodical.'

Chapter 3 | Quotes From Pages 28-35

1. Marketing, like war, is a zero-sum game.

2. You can't add something without taking away something.

3. The hard choices... the more you have of one, the less you have of the other.

4. If you want more sales, if you want to grow the market, if you want to increase brand share, it has to come from somewhere else.

5. You can have it all. But not all at once.





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Chapter 4 | Quotes From Pages 36-59

1. 'Let's see how observant you are. A man just came in and handed me a message: how tall was he?'
Silence.
2. 'Because the question we should really be asking isn't, is it right? The question is, will anyone even notice it?'
3. 'What's in it for them?'
4. 'A simple lie is often more powerful than a complicated truth.'
5. 'Everything is an advertising problem.'
6. 'It doesn't matter what went into it. What matters is what people get out of it.'

Chapter 5 | Quotes From Pages 60-72

1. 'If you don't ask, you don't get.'
2. 'Rejection isn't death. It isn't the end of the game. It doesn't mean it's all over. It's just a speed-bump.'
3. 'Criticism can be a chance to grow.'
4. 'One sometimes learns more from a lost race than a victory.'



5. 'When it doesn't work, you can't let go. Concentrating on it takes your attention off the present, certainly off the future.'
6. 'People who are good want to grow. They want to get off this rung and onto the next rung.'
7. 'Revenge is like drinking poison and waiting for your enemy to die.'
8. 'He wanted Wetherspoon to see his own name on pubs all over the country. And, every time he passed his own name, to know it was put there by the boy he said would never amount to anything.'

Chapter 6 | Quotes From Pages 73-87

1. 'That's how it is in the real world. We like to think the public inspect all brands under a jeweller's eyepiece. The truth is they don't.'
2. 'The truth is we don't want infinite choice. With infinite choice it's almost impossible to choose. It's too much.'
3. 'The trick isn't just to increase choice. The trick is to manage choice.'



4. 'There's no right or wrong. Just the same thing viewed from different perspectives.'

5. 'The entire universe, absolutely all of it, consists of neutrinos... It means we are the ghosts in someone else's universe.'





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Chapter 7 | Quotes From Pages 88-102

1. 'Taste is the enemy of creativity.'
2. 'Bad artists copy, great artists steal.'
3. 'I am deeply superficial.'
4. 'If you can look at something and say, "I like it", then it isn't new.'
5. 'It's OK to feel uncomfortable.'
6. 'You can either run from it, or learn from it.'
7. 'Whatever any so-called experts tell us, we chose the experts.'
8. 'Don't try to be liked. Find out how you're different. Then be that.'

Chapter 8 | Quotes From Pages 103-127

1. 'If you threaten something, are you really prepared to carry it out?'
2. 'You only get one life. And you have to disrupt the inevitability of a future you don't want.'
3. 'Find out who you're working with and what they're good at. Then trust them.'



4. 'Would creatives be fighting for the latest esoteric/trendy technique just so they could win an award? Knowing that if the ordinary consumers didn't understand the ad they'd lose their house?'
5. 'There's a difference between involvement and commitment. If we're merely 'involved' in something then we don't have to give it our all.'
6. 'Strategy is what. Tactics is how.'
7. 'Any detail you don't pay attention to, is somewhere you could lose.'

Chapter 9 | Quotes From Pages 128-143

1. 'Form follows function.'
2. 'Chance favours the connected mind.'
3. You can't get the right solution if you've got the wrong brief.
4. 'Efficiency is doing things right. Effectiveness is doing the right things.'





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Chapter 10 | Quotes From Pages 144-166

1. 'Imagination is more important than knowledge.

For knowledge is limited to all we now know and understand, while imagination embraces the entire world, and all there ever will be to know and understand.' - Albert Einstein

2. 'We see things not as they are, but as we are.' - Anaïs Nin

3. 'It's the job of advertising to make the new familiar, and the familiar new.' - Rory Sutherland

4. 'Imagination makes a great servant and a lousy master.'

5. 'Cock-up over conspiracy.'

Chapter 11 | Quotes From Pages 167-193

1. 'I'll know I've got the team right when I can't get on it.'

2. 'Logic is our superstition.'

3. 'You get another clue to the sort of determination that could make her climb to the top of a mast six storeys high.'

4. 'Whatever anyone else said. She didn't let other people's ideas of what was reasonable dictate her behaviour.'



5. 'If I'll wish I'd done it when it's too late, why don't I just do it now?'
6. 'You'll know you've got the team right when you can't get on it.'
7. 'You can't reshoot it. You can't do D-Day again. That's it.'

Chapter 12 | Quotes From Pages 194-198

1. He looked for every opportunity and did it, whatever it was.
2. His standards were higher than anyone else's.
3. Creativity must be about questioning the way things are, and doing them differently.
4. In the real world there isn't a teacher to mark your paper.
5. Finding a creative way to out-think other people.





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Chapter 1 | Introduction: Why Predatory Thinking?| Q&A

1.Question

What does Dave Trott mean by saying 'everything exists in context'?

Answer:He implies that nothing can be judged solely on its own merits; rather, its value is relative to the circumstances surrounding it. For instance, a marketing campaign might be considered brilliant in one context but disastrous in another, depending on market conditions, consumer expectations, and competitive strategies.

2.Question

How can one apply the idea of 'out-thinking the problem' in everyday life?

Answer:Instead of confronting a problem at face value, re-evaluate the situation to find alternate perspectives. For example, if a team faces budget restrictions, instead of trying

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to find cheaper materials for a project, they could explore redefining the project's scope or even seeking different funding sources altogether.

3.Question

What is the significance of breaking problems down into smaller pieces according to Trott?

Answer: Breaking a problem down simplifies the problem and helps identify the most crucial elements that can lead to a solution. For example, a business decline might be overwhelming at first, but analyzing customer feedback, sales data, and marketing strategies in smaller sections can lead you to the specific area that needs improvement.

4.Question

Why does Trott prefer stories over formulas for learning?

Answer: Stories are memorable and engage the listener's imagination, making the lessons more relatable and applicable. They offer context and depth that dry formulas lack, allowing readers to internalize the principles and adapt them in unique ways.



5.Question

What is predatory thinking, and how does it differ from conventional thinking?

Answer:Predatory thinking involves creatively navigating challenges through context and perspective, focusing on finding innovative solutions rather than following predefined rules. Unlike conventional thinking that may rely heavily on established methods, predatory thinking encourages adaptability and redefinition of problems.

6.Question

According to Trott, what type of lessons are more powerful?

Answer:Lessons that individuals work out for themselves are more powerful. Personal discoveries resonate more deeply and become more integrated into one's reasoning and behavior than simply memorizing pre-existing rules.

7.Question

How can 'context' influence creativity in advertising?

Answer:In advertising, understanding the cultural, social, and economic context can significantly enhance creativity. A



campaign that taps into current social movements can resonate more strongly with audiences than a generic advertisement that ignores these factors.

8.Question

What role does the concept of 'pressure point' play in problem-solving?

Answer:Identifying the pressure point allows for targeted interventions. For example, if a product's sales are dropping, discovering that customer dissatisfaction with one feature is the pressure point enables marketers to focus their efforts on improving that feature, potentially revitalizing the product's appeal.

9.Question

How does Trott's approach challenge traditional educational methods in advertising?

Answer:Trott's approach suggests that drumming rules into students doesn't foster true creativity or understanding. Instead, real learning should come from exploration and real-world examples that encourage critical thinking and



adaptability.

Chapter 2 | Part One Creative is an adjective not a noun| Q&A

1.Question

What is the main idea presented in the story of the ex-student and the acrylic painting?

Answer:The story illustrates the essence of creativity through a simple yet impactful act. The ex-student's action—placing color-matched squares on the floor—demonstrates that creativity often lies in the understated and the imaginative, prompting others to think beyond the obvious. It emphasizes that creativity is not merely about producing something grand but can be about cleverly provoking thought and perception.

2.Question

How does the Ship of Theseus analogy relate to creativity?

Answer:The Ship of Theseus raises questions about identity, existence, and transformation, paralleling the creative



process. Just as the original parts of the ship are replaced yet it remains the 'Ship of Theseus,' creativity involves transforming concepts and ideas into tangible forms, even as they evolve over time. This reflects the idea that creativity is about building new realities from the old, thereby redefining what exists.

3.Question

What lesson can be learned from the anecdote about the phone bill and Jimbo the Jumbo?

Answer: This serves as a reminder of the innocence of childhood and how a lack of knowledge can lead to unexpected outcomes. The child's misunderstanding of the phone's cost highlights the importance of not assuming that our current knowledge encompasses everything. It emphasizes the value of curiosity and the potential for learning—and creativity—through exploration and questioning.

4.Question

What does the story of the frail old lady show about the nature of creativity?



Answer: This story illustrates that creativity can be a gradual process involving careful analysis and determination. The old lady's methodical approach to solving her problem exemplifies that creativity often requires hard work and persistence. It's a testament to the ability to envision solutions while facing dire circumstances, demonstrating that creativity is not solely about sudden inspiration but also about making difficult ideas a reality.

5.Question

Why is it important to embrace the unknown, as suggested by Lao Tzu's quote?

Answer: Embracing the unknown opens the door to greater possibilities and creativity. Acknowledging what we don't know invites curiosity, exploration, and learning, leading to innovative thinking. It contrasts the tendency to cling to our limited knowledge, which can stifle creativity and limit our potential for discovering new ideas.

6.Question

What is the significance of the creative solutions found for the author's children's TV habits?



Answer: The creative solutions show how understanding one's audience (children, in this case) can lead to mutually beneficial outcomes. By considering what each child wanted (TV time) and integrating their desires with educational goals (homework), the author successfully found innovative methods that fostered creativity and responsibility. This highlights the ingenuity in parenting and the necessity of thinking creatively to navigate everyday challenges.

7.Question

In what way did the talk with scientists and inventors demonstrate the qualities of a creative mind?

Answer: The discussion highlighted the importance of an enquiring mind in creativity. Each speaker shared excitement and enthusiasm about their fields, asking foundational 'why' questions that invite deeper understanding and exploration. This illustrates that true creativity stems from the desire to innovate and challenge the status quo, rather than merely replicating existing ideas.

8.Question



How can questioning the status quo enhance creativity?

Answer: Questioning the status quo encourages individuals to think critically and explore beyond conventional boundaries. By challenging existing methods and asking 'why', individuals can uncover new perspectives and solutions, ultimately driving innovation and creativity. This approach leads to breakthroughs that redefine processes or concepts, showing that the willingness to question is central to creative thinking.

Chapter 3 | Part Two Life is a zero-sum game| Q&A

1.Question

What does the story of Robert Stanford-Tuck and the Italian Air Force illustrate about business competition?

Answer: It illustrates that like war, business is a zero-sum game. Companies must fight for market share, and if they aim for growth, it often comes at the expense of competitors. Many clients approach marketing as a casual endeavor, wanting to create appealing content without understanding the



competitive nature of their industry.

2.Question

How does Isaiah Berlin's concept of positive and negative liberty relate to business ethics?

Answer:Berlin explains that liberties can be conflicting; for example, giving everyone the freedom to pursue profit can infringe upon others' freedom from exploitation. This indicates that businesses must make hard choices about how they operate, weighing their goals against the impacts on society and competition.

3.Question

What does the analogy of the glass and liquid suggest about marketing strategies?

Answer:The analogy suggests that in marketing, you cannot add multiple elements without losing something else. This means that a focused, single-minded proposition is more effective than trying to combine too many messages, which can dilute the impact of the main message.

4.Question

What lesson can be learned from the experiment with



strawberry ice cream and Twiglets?

Answer: The lesson is that more does not always equal better. Just like the combination of salty and sweet flavors can lead to a less enjoyable taste, adding too many elements or messages in marketing can hinder the effectiveness. Focus on delivering a clear, strong message rather than trying to give consumers everything at once.

5.Question

Why is it important for marketers to identify where sales will be taken from?

Answer: It's important because successful marketing strategies are about taking market share from competitors. By acknowledging the sources of sales, marketers can create targeted strategies that explicitly address competition rather than relying on vague claims of brand attraction.

6.Question

How does the concept of displacement relate to marketing messages?

Answer: Displacement in marketing refers to the idea that if



you add too much information or too many propositions, you dilute the core message. Just as adding more liquid to a full glass causes it to overflow, adding complexity to a marketing message can lead to confusion and reduce its overall effectiveness.

7.Question

What can be deduced from the statement, 'You can't have more than 100%' in terms of marketing effectiveness?

Answer: This means that marketing messages should be concise and focused, as trying to convey too much can reduce clarity and impact. A campaign's efficacy relies on clear, simple messaging rather than trying to include every feature or benefit.

8.Question

What is the significance of the comparison made between politicians and marketers regarding hard choices?

Answer: The comparison highlights a tendency among both politicians and marketers to avoid addressing difficult truths and making tough decisions, which are crucial for effective



strategy and real progress in their respective fields.

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Chapter 4 | Part Three 90% of advertising doesn't work| Q&A

1.Question

Why do most people not notice advertising?

Answer:Most people operate on a bias where they are only focused on one thing at a time and are conditioned to filter out distractions. They don't have the heightened awareness of a policeman, who is trained to notice everything in their environment. The majority of consumers are 'sleepwalking civilians' who don't consciously engage with advertising like a trained professional would.

2.Question

What should the main question be when creating advertising?

Answer:Instead of asking if the advertising is saying the right things, the key question is, 'Will anyone even notice it?' This reflects the necessity of gaining attention in a crowded advertising landscape.

3.Question

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How can a professional marketer ensure their message is received?

Answer: Marketers need to think of their challenge as an advertising problem that involves asking, 'What's in it for them?' This approach helps to align the message with consumer interests and motivations, making it more likely to resonate.

4.Question

What is the importance of believability in advertising?

Answer: Believability is more impactful than absolute truth.

If a message captures the imagination of the audience and aligns with what they want to believe, it can be far more effective than a complicated, factual story. This concept suggests that it is crucial for advertisers to present messages that resonate emotionally rather than just rationally.

5.Question

How does the story of the plumber illustrate effective marketing?

Answer: The plumber, by refusing to charge for a minor fix,



established trust and positioned himself as a reliable service that people would remember. This strategy creates a long-term relationship based on trust, leading to future business opportunities rather than a quick financial gain.

6.Question

What lesson does the example of ABM's pitch to British Rail convey?

Answer:ABM demonstrated the importance of understanding and addressing the real perceptions and experiences of consumers. By showcasing how the British Rail's services reflect negative consumer experiences, they presented a compelling reason for a partnership that was grounded in real-world insights.

7.Question

Why is it problematic for advertisers to only think about their own perspective?

Answer:When advertisers only focus on their own knowledge and experiences, they fail to connect with consumers, who have different concerns and interests. This



disconnect can lead to ineffective advertising that does not resonate or engage the audience.

8.Question

What does the phrase 'turn the telescope around' mean in advertising?

Answer: This phrase urges marketers to view their products from the consumer's perspective rather than their own. By understanding how consumers perceive products and advertising, marketers can tailor their messages to resonate more effectively.

9.Question

What role does advertising play in the overall selling process?

Answer: Advertising provides an edge over competitors but is just one factor in the selling process. It influences consumer behavior by getting attention and creating interest, but other factors like product quality, availability, and personal preference ultimately determine purchase decisions.

Chapter 5 | Part Four You can run from it or you can learn from it| Q&A



1.Question

What is a significant lesson we can learn from Warren Beatty's approach to success with women?

Answer:Warren Beatty's approach teaches us that fear of rejection should not stop us from asking for what we want in life. Just like he openly asked women if they would sleep with him, we must also have the courage to ask questions and pursue opportunities, knowing that while rejection is possible, so is success. If we don't ask, we guarantee we won't receive.

2.Question

How does the story of Farmer Jones illustrate our tendency to avoid asking for help due to fear of rejection?

Answer:Farmer Jones represented many of us who let our fears create a narrative that prevents us from seeking help. Instead of simply asking his neighbor Farmer Giles to borrow a plough, he psychs himself out by anticipating negativity and ultimately conveys hostility, which illustrates how our



own negative thoughts can lead us to miss out on opportunities.

3.Question

According to Randy Pausch's experience, how can criticism be valuable for personal growth?

Answer:Randy Pausch learned through his experience in football that criticism from a coach signifies that someone believes in your potential to improve. Criticism can be more constructive than praise because it drives growth; while praise keeps us comfortable, criticism pushes us beyond our limits toward success.

4.Question

What does Dave Morris's teaching experience reveal about the value of failure in the learning process?

Answer:Dave Morris's experience demonstrates that students gain more from criticism than from accolades. While winning pieces get temporary praise, those who endure criticism are likely to learn important lessons that will improve their future performance, reinforcing that failures



can provide deeper insights than successes.

5.Question

What is the broader implication of the phrase 'You gotta kiss a lotta frogs to get a prince'?

Answer: This phrase encapsulates the reality that success often requires numerous attempts and facing rejection before achieving what we desire. It encourages us to embrace the journey and persist through failures to eventually find success.

6.Question

How does the story of the little girl trapped in rubble reflect the importance of taking risks?

Answer: The story of the little girl illustrates that sometimes, taking a risk – even in dangerous situations – can lead to positive outcomes. Just as the police sergeant decided to risk danger to save the girl's arm, we too must take calculated risks in life to seize opportunities, as the potential rewards can outweigh the dangers involved.

7.Question

What lesson does Tim Martin's story about naming his



successful pubs after a discouraging teacher teach us?

Answer: Tim Martin's decision to name his successful pubs after the teacher who doubted him serves as a powerful reminder that one can use negativity as motivation for success. It teaches us to transform past criticism into fuel for achievement, proving that we can rise above others' expectations.

8.Question

Why is it essential to let go of past injustices according to the author?

Answer: The author argues that clinging to past injustices is akin to self-sabotage. Just as drinking poison won't harm the enemy, holding onto grudges only drains our energy and hinders our future progress. To move forward, we must learn to release these burdens and focus on the present.

9.Question

What does the contrast between praise and criticism reveal about personal development?

Answer: The contrast highlights that personal development is



primarily driven by our ability to accept and learn from criticism rather than basking in praise. Those who seek to grow understand that constructive criticism often leads to greater improvement than the validation of doing things correctly.

10.Question

What main idea does the chapter impart regarding taking action despite fear?

Answer:The chapter's main idea is that fear of rejection should not paralyze us from taking action. Whether in relationships, work, or life endeavors, we must embrace the possibility of failure as a stepping stone to success. Taking risks and asking questions, despite potential rejection, is essential for achieving our goals.

Chapter 6 | Part Five Less really is more| Q&A

1.Question

What does the concept of clustering in decision-making reveal about consumer behavior?

Answer:It shows that consumers often prefer fewer



choices as they find it more manageable. When faced with too many options, like 24 types of spaghetti sauce, the mind clusters choices into manageable groups. This means that people often choose from smaller clusters of options rather than comparing every option individually.

2.Question

How did the author's experience with different cultural perspectives challenge his own views on relationships?

Answer:The author learned that what he considered normal in Western culture (ending a relationship when it isn't working) was seen as irresponsible by his father-in-law from a Chinese cultural background. This highlighted how different perspectives can lead to conflicting views on respect and responsibility in relationships.

3.Question

What lesson can we learn from the American nun's experience of being silent for three years?

Answer:Her experience lessened the distraction of constant



chatter and the noise of opinions. It emphasizes the importance of reflection and how, by learning to control one's thoughts and expressions, we can communicate more meaningfully and with intention.

4.Question

Why is it important to know that you are always speaking to one person at a time in communication?

Answer:Understanding this means that in any form of communication, whether advertising or personal interaction, we should tailor our message as if we are talking directly to one individual. This personal approach increases relevance and connection, making the communication more impactful.

5.Question

What criteria did the author provide for great writing?

Answer:Great writing simplifies complex concepts for easier understanding and transforms simple ideas into powerful messages. It must resonate on an emotional level, provoking thought and engagement from the audience.

6.Question

How do infinite choices affect decision-making according



to the content?

Answer: Infinite choices can be overwhelming and can lead to decision paralysis, making it difficult for individuals to make a choice at all. People often prefer a reduced set of options that they can cluster for simplified decision-making.

7.Question

What did the scientist mean by saying 'we are the ghosts in someone else's universe'?

Answer: This metaphor reflects our existence in a vast universe dominated by elements (like neutrinos) that we cannot perceive or understand fully, suggesting that while we consider ourselves significant, we are part of something much larger, highlighting our relative impermanence and the larger forces at play in the universe.

8.Question

What does the author suggest about the relationship between silence and powerful communication?

Answer: The author suggests that silence allows for clarity and the essence of messages. Controlling the impulse to



speak excessively enhances the power of words when they are finally shared, emphasizing quality over quantity.

9.Question

Why does the author highlight the importance of perspective in understanding different cultural practices?

Answer:He emphasizes that our perspectives shape our understanding and values, and that recognizing multiple viewpoints fosters open-mindedness, encourages learning, and prevents the arrogance of believing one's own way is the only correct way.

10.Question

What can the story of the planes crashing illustrate about awareness in different environments?

Answer:It illustrates how people can be unaware of significant events happening right next to them due to being absorbed in their immediate environments or distractions, highlighting that personal contexts shape our awareness of the world around us.





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Chapter 7 | Part Six Taste is the enemy of creativity| Q&A

1.Question

What does Picasso mean by 'Taste is the enemy of creativity'?

Answer:Picasso suggests that taste adheres to established standards and norms that everyone is comfortable with, which stifles true creativity. It implies that we should embrace unconventional thinking to foster innovation and originality, even if it means facing criticism from those who uphold traditional standards.

2.Question

How can rejecting conventional thinking be empowering?

Answer:Rejecting conventional thinking allows you to break free from societal constraints and embrace originality. It empowers you to pursue your creative vision without fear of external judgment, transforming perceived charlatanism into a badge of honor that indicates you're willing to challenge the norm.



3.Question

In what ways did Andy Warhol embrace criticism?

Answer: Warhol took pride in the criticisms directed at his art, such as being called flashy or trivial. By openly agreeing with these descriptors, he utilized the backlash to reinforce his unconventional approach, showing that true creativity often lies in the willingness to provoke and challenge perceptions.

4.Question

What lesson does the story of Uncle Ginger and the battleships teach us about expertise?

Answer: The story illustrates that relying solely on so-called experts can lead to disastrous outcomes. It serves as a reminder that expert opinions are sometimes flawed, and that critical thinking and independent judgment are essential in decision-making.

5.Question

What does Paul Arden mean when he says, 'It's OK to feel uncomfortable'?

Answer: Arden acknowledges that discomfort is a natural part



of trying new things and pursuing growth. Instead of avoiding discomfort, one should embrace it as an indicator of new experiences, which can lead to personal and creative development.

6.Question

How did Jack Dee's transformation as a comedian illustrate the power of authenticity?

Answer:Jack Dee's shift from trying to please others to embracing his authentic self—expressing his true feelings and behaviors—led to his success. This shows that individuality and sincerity resonate more with audiences than conforming to expectations, which can be pivotal in creative fields.

7.Question

What is the significance of being agnostic towards new experiences, as illustrated by the author's visit to a clairvoyant?

Answer:Being agnostic towards new experiences means maintaining an open-minded approach. This allows one to explore without prejudice, leading to knowledge and



potentially transformative insights, rather than dismissing something outright based on preconceived notions.

8.Question

Why is it important for creatives to stop trying to be liked?

Answer: Trying to be liked often leads to conformity and mediocrity. Creatives should focus on discovering and expressing their unique perspectives instead, as this authenticity is what truly resonates with audiences and drives innovation.

9.Question

What does Helmut Krone mean when he says, 'If you can look at something and say, "I like it," then it isn't new'?

Answer: Krone argues that true innovation challenges existing preferences and tastes. If something is immediately likable, it likely adheres to familiar standards and lacks the novelty that drives change and creativity.

10.Question

What role does discomfort play in the creative process according to the chapter?



Answer: Discomfort is a crucial indicator of stepping outside of one's comfort zone. It signifies engagement with new ideas, experiences, and growth opportunities, essential for fostering creativity and innovation.

Chapter 8 | Part Seven The art of war| Q&A

1.Question

What lesson can be learned from the concept of 'fragging' as described in the chapter?

Answer: The lesson is about the importance of being credible in your threats and commitments. Just as in 'fragging,' where empty threats can lead to danger, in life or business, it's critical to follow through on your promises to maintain trust and authority.

2.Question

How did Jane Juska disrupt her life and what can we learn from her approach?

Answer: Jane Juska disrupted her life by placing an unconventional classified ad seeking intimate connections, showcasing her willingness to confront societal norms and



her own fears about aging and intimacy. The lesson is about taking risks and pursuing what you want in life, even when it contradicts conventional expectations.

3.Question

What is the difference between being involved and being committed?

Answer:Being involved is participating without full investment; it's casual and lacks urgency. In contrast, being committed means you give your all because there's a significant stake, making it essential to aim for success.

4.Question

How does Tony Adams' defensive strategy in football relate to teamwork and trust?

Answer:Tony Adams' strategy emphasizes the importance of trust within a team. By knowing when to challenge an opponent and when to rely on others, he demonstrates that effective teamwork comes from trusting each other's roles and capabilities.

5.Question

What does having 'skin in the game' mean and why is it



important in decision-making?

Answer: 'Having skin in the game' refers to personally bearing the consequences of decisions made. It's important because it encourages individuals to take their roles seriously and consider the broader impact of their actions, leading to more thoughtful and responsible choices.

6.Question

In what way can technology become a weakness, as discussed in the chapter?

Answer: Technology can become a weakness when there's an over-reliance on it, leading to complacency and ineffective solutions. The chapter illustrates that simple, intuitive approaches can sometimes yield better results than complicated, expensive technologies.

7.Question

What insight can be drawn from Jackie Stewart's racing strategy regarding attention to detail?

Answer: Jackie Stewart's approach to racing emphasizes the importance of meticulous attention to detail, as overlooking



even small elements can lead to failure. His example teaches that success often comes from thoroughness and the willingness to exploit every advantage, no matter how minor.

Chapter 9 | Part Eight Form follows function| Q&A

1.Question

What is the main distinction between form and function in creative work?

Answer:Form should follow function; creating something should start with understanding the real needs and purposes before focusing on aesthetics or detailed execution.

2.Question

How does the story of the sawn-off shotgun illustrate different perspectives on value?

Answer:The father's view reflects an appreciation for craftsmanship, while the son sees it as a tool for a job; this highlights how value can change based on personal context and intended use.

3.Question

What lesson can be drawn from the example of the



French failure in building the Panama Canal?

Answer:It demonstrates the importance of ensuring the brief is correct. The French focused on solving the wrong problem (crawling insects instead of flying mosquitoes), leading to their failure.

4.Question

How can a collaborative environment enhance the generation of great ideas?

Answer:Ideas often emerge through interaction and discussion, where problems are raised and solutions are refined collectively, making it essential to work together rather than in isolation.

5.Question

What does the story of the 'Procter & Gamble triangle' demonstrate about communication and expectations in project development?

Answer:It shows how changes made without understanding the implications can lead to severe miscommunication, resulting in a finished product that does not fulfill the



original purpose.

6.Question

In what way does the example of the incubator designed from car parts address real-world problems?

Answer:By understanding the skills and resources of the target community, the incubator was designed to be easily repairable, thus directly addressing both the function needed and the community's capabilities.

7.Question

What is the fundamental takeaway regarding efficiency versus effectiveness from the paramedic's actions?

Answer:The narrative emphasizes that focusing solely on efficiency can lead to missing critical moments of decision-making; thus, effectiveness—actually achieving the intended outcome—is far more important than merely completing tasks efficiently.

8.Question

How does the anecdote about the radio procurement highlight the pitfalls of specialization in tasks?

Answer:It illustrates how prioritizing individual



specializations can obscure the bigger picture, ultimately resulting in costly oversights that compromise the objective as a whole.

9.Question

What can we learn about the approach to problem-solving from the Ministry of Defence radio example?

Answer:The necessity of a holistic view—integrating all aspects and anticipating future needs (like GPS tracking)—is critical to effective problem-solving, rather than narrow focus areas.

10.Question

Reflecting on these stories, what strategic insight can be gained about evaluating proposals or solutions?

Answer:Always question the initial brief and assumptions. If an approach is ineffective, revisit the problem definition rather than merely tweaking the solution.



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Chapter 10 | Part Nine The human mind is our medium| Q&A

1.Question

What if we had a chance to go back and live our lives again and make different choices?

Answer:We often ponder the 'what ifs' in our lives, wondering how our choices shape our paths. This notion can spark profound insights that can translate into advertising strategies that tap into our deep desires for energy and vitality, similar to Gatorade's campaign that invited former high school athletes to redo a critical moment.

2.Question

How can a successful advertising campaign go beyond traditional methods?

Answer:True innovation lies in conveying a bigger idea that transcends conventional advertising. Gatorade's campaign didn't just sell a drink; it tapped into nostalgia and the universal wish to reclaim lost youth, making it resonate deeply with its audience.



3.Question

What is the real power of imagination in advertising?

Answer:Imagination plays a crucial role in shaping unique advertising narratives. It enables us to visualize possibilities beyond what exists, allowing creativity to flourish while balancing it with logical execution to avoid being overwhelmed by unrealistic expectations.

4.Question

How do perceptions influence our responses in everyday interactions?

Answer:Our interpretations are often colored by our experiences and emotions. Misunderstandings arise when we project our stress onto situations, suggesting that much of our social confusion stems from our interpretations rather than the actions of others.

5.Question

What lesson can we take from the story of James Averdieck and his chocolate pudding?

Answer:The story illustrates the importance of urgency in decision-making. By framing a situation as if success is



slipping away, clients can be encouraged to act decisively—highlighting how perceived loss often catalyzes motivation.

6.Question

How does historical context influence our views on change?

Answer:Reflecting on historical quotes about youths and change highlights a timeless pattern: each generation underestimates the disruptive power of innovation, suggesting an inherent resistance to accepting change as a natural part of progress.

7.Question

What can we learn from the evolution of the Michelin Guide?

Answer:The Michelin Guide's transformation from a marketing tool for tyre sales to an authoritative culinary resource emphasizes the effectiveness of 'pull-thinking'—creating desire through valuable experiences instead of pushing a product aggressively.



8.Question

Why is creativity essential in facing modern challenges?

Answer: Creativity allows us to envision solutions that defy conventional approaches. As the landscape continues to shift rapidly, nurturing innovative thinking becomes vital for adapting to new challenges and exceeding consumer expectations.

Chapter 11 | Part Ten The journey is the destination| Q&A

1.Question

What does Mick Dean's story teach us about the significance of the journey versus the destination?

Answer: Mick Dean's experience walking the ancient pilgrimage to Santiago de Compostela reveals that the journey itself has intrinsic value. It teaches us that life shouldn't be solely focused on achieving end goals; instead, each moment and experience during the journey should be embraced. Mick realized that focusing too much on the end results detracts from the richness of experiences along the way. The



journey is where true growth and understanding happens.

2.Question

How did Mick's life change after his pilgrimage experience?

Answer:After his pilgrimage, Mick shifted his priorities from focusing on material success as a photographer to pursuing a passion for painting. He recognized that life's fulfillment came from enjoying the journey rather than rushing to the end. Now, he invests his time in what makes him happiest, appreciating each day rather than measuring success by awards or income.

3.Question

What insight does the analogy of HAVE-DO-BE vs BE-DO-HAVE provide regarding personal growth?

Answer:The analogy illustrates that many people operate under the premise that they must first have a title or recognition before they can perform at that level (HAVE-DO-BE). In contrast, adopting a BE-DO-HAVE



mindset means embodying the qualities of the title you desire, taking initiative and responsibility in doing the work before formally obtaining that title. This proactive approach fosters genuine growth and development.

4.Question

What was the significance of Kenny Dalglish's perspective on being a creative director?

Answer:Kenny Dalglish's perspective emphasizes that effective leadership is not about personal accolades but about empowering others to excel. As a creative director, his role is to build and guide a team that can produce great work collectively, rather than seeking to overshadow them by doing the work himself. This approach fosters a collaborative environment.

5.Question

How does Ellen MacArthur's story demonstrate determination and challenging societal norms?

Answer:Ellen MacArthur's journey showcases immense determination as she pursued her dreams against the odds.



Her upbringing, influenced by her grandmother's struggles, instilled in her the drive to succeed beyond societal norms. By saving up and building her own ambition, she exemplifies how personal convictions can lead to extraordinary achievements, even when they defy what is considered 'reasonable'.

6.Question

What lesson can be learned from Cindy Gallop's approach to tackling societal issues?

Answer:Cindy Gallop's candid and open discussions about topics often considered taboo highlight the importance of engaging in dialogue rather than reacting with anger. She effectively demonstrates that fostering understanding and communication can help break down misconceptions and stimulate progress. Her approach teaches us that we can challenge societal narratives by initiating discussions instead of avoiding discomfort.

7.Question

What does the story of Robert Capa teach us about resilience in creative work?



Answer:Robert Capa's experience during D-Day underscores the importance of perseverance in the face of failure. Despite losing most of his photographs, Capa's courage and commitment to capturing history exemplify the resilience required in the creative process. It serves as a reminder that not every endeavor will yield visible results, but the essence of effort and passion is what matters most.

8.Question

How does the media approach taken by Oxfam illustrate creativity in activism?

Answer:Oxfam's creative method of using defaced bank notes as a medium for their message highlights that media can transcend traditional formats. By repurposing currency as a means to amplify their message about Third World debt, they showcase how unconventional thinking can effectively raise awareness and drive public discourse. This approach empowers individuals to make a tangible impact through simple yet creative actions.

Chapter 12 | Epilogue: Learning isn't the same as



being taught| Q&A

1.Question

What is a key takeaway about learning versus being taught, as illustrated by the story of my father-in-law?

Answer:The story of my father-in-law exemplifies that true learning often comes from real-life experiences rather than formal education. His ability to adapt, create, and succeed stemmed from his hands-on experiences and the necessity to problem-solve without the confines of traditional education.

2.Question

How did my father-in-law's lack of formal education contribute to his success?

Answer:His lack of formal education meant he was not confined by traditional methods or standards imposed by others. Instead, he created his own standards, which were often higher than industry norms, leading to innovative solutions and significant business success.



3.Question

What does the story reveal about the nature of creativity in business?

Answer: Creativity in business is often about questioning existing methods and finding unique solutions. My father-in-law's approach showcases that innovative thinking can come from challenging the status quo rather than adhering to established norms.

4.Question

Why is it important to view failure and mistakes differently in the context of learning?

Answer: Viewing failure as an opportunity rather than a setback allows for continuous improvement and creativity. My father-in-law's journey illustrates that errors can lead to finding better paths and methods, highlighting the importance of resilience and adaptability.

5.Question

Can you explain the importance of 'predatory thinking' in real-world situations?

Answer: Predatory thinking is crucial in the real world



because it encourages out-of-the-box problem-solving and innovation. It allows individuals to respond creatively to challenges, outmaneuver competitors, and seize opportunities, leading to greater success.

6.Question

What lesson can we take from the concept of questioning the way things are done?

Answer:Questioning established processes opens the door to innovation. It encourages individuals to think critically about accepted norms and explore alternative approaches, which can lead to breakthroughs in any field.

7.Question

How does this perspective on learning relate to entrepreneurship?

Answer:Entrepreneurship thrives on creativity and innovation, which require questioning norms and identifying opportunities in existing markets. My father-in-law's story exemplifies that entrepreneurship can flourish when individuals leverage their unique experiences instead of



solely relying on traditional education.

8.Question

What can individuals do to cultivate a mindset like my father-in-law's?

Answer: To cultivate a similar mindset, individuals should embrace a hands-on approach, remain open to learning through experiences, and challenge established norms. Being resourceful and viewing challenges as opportunities will foster creativity and innovation.





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Predatory Thinking Quiz and Test

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Chapter 1 | Introduction: Why Predatory Thinking?| Quiz and Test

1. In order to solve problems effectively, it is essential to shift context and break problems into manageable parts according to Henry Ford.
2. The author believes that rigid formulas found in textbooks are more valuable than learning from experience.
3. The book 'Predatory Thinking' is structured around strict rules rather than narratives and stories.

Chapter 2 | Part One Creative is an adjective not a noun| Quiz and Test

1. Creativity is defined as a noun, not an adjective, according to 'Predatory Thinking'.
2. The Ship of Theseus illustrates that identity is affected by change over time and emphasizes the importance of intention behind creativity.
3. The anecdote about the author's son making an expensive



phone call suggests that ignorance can enhance understanding.

Chapter 3 | Part Two Life is a zero-sum game| Quiz and Test

1. In marketing, as in war, one party's gain is another's loss, making it a zero-sum game.
2. The pursuit of one type of freedom in marketing always enhances all other freedoms, without any trade-offs.
3. Combining different marketing messages always enhances their appeal and effectiveness.





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Chapter 4 | Part Three 90% of advertising doesn't work| Quiz and Test

- 1.89% of advertising is not noticed or remembered, underscoring the need for strong attention-grabbing ads.
- 2.Consumers are fully aware of the details in advertising and can easily distinguish effective ads from ineffective ones.
- 3.Building trust with customers can be a unique selling proposition for businesses according to the chapter.

Chapter 5 | Part Four You can run from it or you can learn from it| Quiz and Test

- 1.Warren Beatty's approach to women was to avoid asking them directly if they would sleep with him.
- 2.Criticism can inspire growth and improvement more than praise can.
- 3.Holding on to past injustices can be beneficial for personal growth and focusing on future opportunities.

Chapter 6 | Part Five Less really is more| Quiz and Test

- 1.Research by Sheena Iyengar showed that when



given multiple options, many people prefer
overwhelming choices over manageable ones.

2.Trott illustrates that great writing simplifies complexity and
enhances emotional resonance.

3.Effective communication reaches an audience as a whole
without regard to individual contexts.





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Chapter 7 | Part Six Taste is the enemy of creativity| Quiz and Test

1. Picasso believed that conventional taste can limit true creativity.
2. Embracing discomfort is essential for personal growth and signifies new beginnings.
3. Experts are always reliable and should be trusted without question.

Chapter 8 | Part Seven The art of war| Quiz and Test

1. Fragging was a method where soldiers used grenades to warn lieutenants against reckless decisions.
2. Breaking societal norms does not lead to meaningful change as demonstrated by Jane Juska's ad in the New York Review of Books.
3. The effectiveness of a team hinges on each member's understanding of their responsibilities and trust in one another's capabilities.

Chapter 9 | Part Eight Form follows function| Quiz



and Test

1. The author emphasizes that starting with the correct brief is essential for ensuring that function dictates the form.
2. The story about the French and the Panama Canal demonstrates that a right brief always leads to a successful outcome.
3. The author believes that innovative ideas develop primarily from solitary 'Eureka' moments rather than collaborative environments.





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Chapter 10 | Part Nine The human mind is our medium| Quiz and Test

1. Nearly a century ago, Herman Hesse's 'Steppenwolf' introduced the concept of revisiting life choices, which is a theme explored in marketing campaigns today.
2. The Gatorade campaign relied solely on traditional advertising methods and did not connect emotionally with consumers.
3. The Michelin Guide started as a tool for selling tires and became a symbol of culinary excellence due to innovative thinking.

Chapter 11 | Part Ten The journey is the destination| Quiz and Test

1. Mick Dean transformed his perspective by realizing that the journey itself is more significant than the destination.
2. According to the text, logic is always valued more than effective results in Western thinking.
3. Dave Trott advocates for a HAVE-DO-BE approach to



career advancement.

Chapter 12 | Epilogue: Learning isn't the same as being taught| Quiz and Test

- 1.The author's father-in-law displayed a remarkable ability to engage in various jobs despite lacking formal education.
- 2.The father-in-law adhered to industry standards which led to his success in plumbing and contracting.
- 3.The story suggests that formal training is essential for success in business.





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