Before-reading questions

- 1 Reader's own answer.
- 2 a, c, d, f, h
- 3 b, c, e, f

During-reading questions

CHAPTER ONE

- 1 The default
- **2** Fear of failure
- **3** Leave his job at Hewlett-Packard.

CHAPTER TWO

- 1 negative
- 2 positive
- 3 In foreign countries.

CHAPTER THREE

- 1 He talked about the reasons not to invest in his company.
- **2** They are used to seeing themselves like that in a mirror.
- 3 She was a woman and Puerto Rican.
- **4** Because Steve Jobs was a difficult man; because she could have lost her job.

CHAPTER FOUR

- 1 Just before he started to speak.
- **2** Pioneers
- **3** Employees over fifty-five

CHAPTER FIVE

- 1 Women's suffrage
- **2** A wireless charger
- **3** Because you don't know whether they will support you or not.
- **4** Because people would understand the story.

CHAPTER SIX

- 1 Play Major League Baseball
- **2** It can be difficult to compete with older children in the same niche.

- **3** Feedback on character
- **4** Because parents aren't always the best role models; they need examples of originals in other areas.

CHAPTER SEVEN

- 1 People wanting to agree with their group.
- 2 Professional, star, and commitment
- **3** When the market is changing fast and they fail to learn and change.
- 4 Google

CHAPTER EIGHT

- 1 He can increase it.
- 2 "I am excited."
- **3** The people who helped him, his parents, and climate change.
- **4** There was no leader. Everyone in Otpor! was a leader.

After-reading questions

- 1 Reader's own answer.
- **2** Question them.
- **3** Because only some of the ideas will be valuable.
- **4** Because people get used to them and find them easier to understand.
- **5** People have time to think about a number of ideas, not just one.
- **6** The person with the most extreme ideas. The people inside the coalition notice the people in the center.
- **7** They are more likely to change their behavior if they understand why.
- **8** Too much confidence that a person or company's opinion is right
- **9** Pessimism is helpful when we have decided what to do. Optimism is better when we haven't decided what to do.

Exercises

CHAPTER ONE



- 1 1 invest
 - 2 original
 - **3** conformity
 - 4 default
 - 5 revolutionary
 - 6 entrepreneur
 - 7 delay
 - 8 failure

CHAPTER TWO

- **2** 1 Dean Kamen was behind a number of medical **inventions**.
 - **2** The television company nearly **canceled** Seinfeld.
 - **3** A false **positive** is something that people expect to succeed but it doesn't.
 - **4** A false **negative** is something that people expect to fail, but it doesn't.
 - 5 Nobel Prize winners are more likely to do **artistic** activities than other scientists.
 - **6** The early investors in Segway didn't understand **transportation**.

CHAPTERS TWO TO FOUR

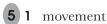
- **3** 1 If Segway had developed like Warby Parker, they **might** have avoided some of their problems.
 - **2** When people without status make suggestions, we don't think they **should** tell us what to do.
 - **3** Rufus Griscom advised investors why they **should** not invest in *Babble*.
 - **4** You **might** have thought that Martin Luther King, Jr. would begin to write his speech immediately.
 - **5** Martin Luther King, Jr. got advice from three people about what he **should** say.
 - 6 If Mahalia Jackson hadn't shouted behind him, King might not have talked about his dream.

- 7 Martin Luther King, Jr. had a lot of material in his head that he **could** use if he wanted to.
- **8** Kozmo **could** have competed with Netflix if they had moved more slowly.

CHAPTERS FOUR AND FIVE

- **4** 1 Martin Luther King, Jr. didn't write his speech immediately: he **procrastinated**.
 - **2** For Abraham Lincoln the Civil War was about freedom and **equality**.
 - **3** Lucy Stone was the first woman in Massachusetts to earn a college **degree**.
 - **4** In 2011, Meredith Perry realized that you didn't need a **wire** to connect to the internet, but you did to charge things.
 - **5** To **charge** your phone you usually have to connect it to the wall.
 - **6** Coalitions often break up when one group is more **extreme** than the others.
 - **7** One women's group wanted to stop people drinking **alcohol**.
 - **8** Women worked for many years before they achieved **suffrage**.

CHAPTER FIVE



2 success

3 competition

4 invention/inventor

5 charger

6 fright

7 support/supporter

8 protection

CHAPTER SIX

- 6 1 Since 1962, only ten players have stolen at least seventy bases in two different seasons.
 - **2** If you slide into the base at high speed, and there is a good chance you **will hurt** yourself.
 - **3** Birth order **is** actually more important than age.

ORIGINALS



- 4 Firstborns avoid risk more than those born after them.
- **5** If Jackie Robinson **had been** a first child, he would have been raised mainly by his mother.
- **6** Good behavior **is encouraged** partly by what parents say after a child has done the right thing.

Project work

Reader's own answers.

Essay questions

Reader's own answers.

CHAPTER SEVEN



- **7** 1 Edwin Land is famous as the **inventor** of the instant camera.
 - 2 Irving Janis believed that groupthink occurred when people felt they were deeply involved in a project.
 - **3** In a **commitment** organization employees were hired to fit the company culture.
 - **4** When Edwin Land was developing his company, he hired employees who had original ideas.
 - **5** Bridgewater Associates **invests** money for other organizations.
 - 6 Many organizations encourage critical feedback from their employees.

CHAPTER EIGHT



- **8** 1 Where **did Lewis Pugh swim in 2007**?
 - 2 What do optimists expect?
 - 3 What are many people frightened of?
 - 4 How many people helped Lewis Pugh?
 - 5 What did Josh Silverman announce in 2008?
 - 6 Who didn't sing at midnight in Belgrade, in 2000?
 - 7 What does surface acting mean?
 - 8 How does venting make people feel?