

## 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 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

- 5 1 movement
- 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.

- 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.

#### 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?**

#### Project work

*Reader's own answers.*

#### Essay questions

*Reader's own answers.*