Doing More with Less

The New Way to Wealth

Bruce Piasecki

Sample Excerpt Only. Buy the Finished Book Today!
Contents

Foreword  Gene Miller  vii
Acknowledgments  xvii

Competition and the Tangle of Social Needs: A Preamble  1

PART I  Competition and the Tangle of Social Needs  19

Chapter 1  In the Company of Knuckleheads  21
Chapter 2  Scarcity and Creativity  43

PART II  Unstoppable Frugality  63

Chapter 3  The Art of Competitive Frugality  65
Chapter 4  Doing More with Less: An Essay on Freedom and Fate  85
Foreword
Gaining Ground

Do you recall—I mean fully recall—those rare, unplanned, one-on-one conversations you’ve had from time to time, conversations that took you past all the surface noise in your life, the golf-link banter, the superficial structures of meaning, to a set of ideas that seemed much more true and left you with that “Ah, so this is what it’s all about!” feeling?

You are about to start one of those conversations as you begin Bruce Piasecki’s *Doing More with Less*—a short book, but not a small one.

Bruce asks you to study the practice of business—or any social undertaking for that matter—at the level of calling. We all instinctively understand the idea of calling and understand that calling asks, “Why are you doing what you’re doing?” and “Can I stand foursquare—morally and intellectually—with the choices I make?”

Bruce uses an interesting word, *machine-like*, in this book, and by it he means the opposite of calling. The one is energized, fully committed, imaginative; the other is dull, automatic, deprived of feeling.

The general calling he explores in this book is *frugality*, and as a central idea, it echoes importantly on every page. By the time you close the back cover of this book, it’s likely your head will be buzzing as you consider ways in which you can realign your own enterprise in response to the shifting conditions of life that Bruce enumerates. This book cultivates a special sense of social purpose in capitalism, as it refines your particular instincts for innovation and survival.

Look, for example, at Walmart management from Piasecki’s point of view. Their executives are responsible for a vast corporate entity, but as the world changed, Walmart didn’t have to abandon its core business model or its motto, “Save Money, Live
Better,” to become a massive champion of solar power. All they had to do was to realize that their flat store roofs average two acres and that they have almost 8,000 stores globally; by championing solar power, they were doing more with less. Bing! This book explores what Piasecki coins this art of competitive frugality.

Here are some of the newly important conditions explored in this book:

- Dynamics between society and business in the near future
- Personal thrift
- Executive authenticity
- Product durability (instead of disposability)
- Market stability in a time of globalization
- Incentives for cultural safety
- Public and business continuity
- Insights into wealth creation and creativity

The book adds, in short order, and with wit and speed, insights into the literature of globalization, product development, change management, and general management, as it provides an original take on the increasing role that sustainability and energy issues play in competitiveness.

This book could not be better timed for our new century. We all know we’re at the brink. Bruce Piasecki gives us the framework to look at what’s next, without tottering toward failure. We can feel it in our bones that we’re poised at the stroke of midnight, and even the current or recent (depending on your perspective) recession feels like an ecological metaphor—that is, like a system out of control and pushed past its limits and natural carrying capacity.
It’s in the spirit of these ideas that Bruce poses the challenge to all of us who are connected, in various ways, to the world of enterprise: How do you use your creative and innovative talents in this swift and severe world to free yourself from your self-inhibiting rationalizations, adjust the compass of your professional life, and then bring fresh direction to the endeavors you manage and influence? His vision is a new way to better align money, people, and rules, and his insights are global and of immediate application, as I heard folks say to leaders in government, business, and society at our Gaining Ground summit.

What all of this comes down to, in my view, is the principal responsibility of every business leader and every reader concerned about social trends to cultivate a reliable and favorable view of the future—not the next quarter, but the near and certain future, where our own endeavors prepare a world for our successors.

To his credit and your clear good fortune as a reader, Bruce believes in “the creative power in this return to frugality.” That is to say, he believes in you—leaders and innovators in business, corporate, and technical spheres—and in your fundamental ability to take stock of change, both short term and tectonic, and make a creative, adaptive, resilient response. He knows this will not be easy, but it is a satisfying transformation before you.

I have more the sensibility of a hand wringer than Bruce Piasecki, and I share the serious worries of his colleagues Jared Diamond, Ronald Wright, James Howard Kunstler, Thomas Homer-Dixon, and James Lovelock. In essence these popular observers say that “enough” is neither enough nor soon enough. In reading Bruce Piasecki’s work, however, I guess the purpose of his approach and tone is different from those who alert us to impending catastrophe. Piasecki is in the game
to change the game. Piasecki writes like a social historian but with the color of a man in action. He is changing the game as he observes its patterns.

Of course, we still need to prepare for something worse than swiftness and severity: namely, many of us know we need to prepare for catastrophe—catastrophe in our financial and corporate and personal institutions. Catastrophe is highly disruptive, and it breaks down systems, as examples such as the earthquake in Haiti and Hurricane Katrina clearly demonstrate to all of us. While aware of the worsening trends, Piasecki sees through all this swiftness and severity and gives you here a set of lasting principles about how we will survive. He is very much about surfing the change to avoid catastrophe.

Of course, a pessimist is just a worried optimist. Along with Bruce Piasecki, I have the hope that our instincts for self-preservation, our desire for social justice, and our appetite for well-being will lead to an era of unprecedented innovation in the marketplace and in community life. Paradoxically, as this book before you dramatically indicates (mostly in the middle chapters), scarcity itself opens new innovative markets. And herein lies the magic that makes this book moving.

Toward the final chapters of this book, Bruce’s at times quirky but mesmerizing insights into competition and its complex relationship to frugality grow into an awareness of social diplomacy in a fashion I’ve never read anywhere else. You cannot say that about many books, except those that last due to their sensibility and humanity.

By the final chapters, on tomorrow and freedom and fate, you will have traveled a long way indeed. By Chapter 4, I felt almost as if I were reading an essay by Ralph Waldo Emerson or another social philosopher of consequence, such as Matthew Arnold. In the process, Piasecki has persuaded and delighted a set of us to become more hopeful, more active.
After all, thrift, apart from its conventional meaning, also can be considered a new road map for the allocation of resources; even saved money has energy and utility. As Bruce notes, “this book offers you a pledge and a promise . . . to find a new creativity in scarcity.”

For the past two decades, I have organized the Gaining Ground urban sustainability conferences in the Pacific Northwest. Increasingly, we are a stopover and a sensing platform for some of the best world thinkers on growth and sustainability.

Bruce was a keynote speaker at the second Gaining Ground conference, titled Whole-City Change, back in 2007. He shared the podium with one of the godfathers of sustainability, Paul Hawken; developer extraordinaire John Knott; real estate valuation visionary Scott Muldavin; and Pamela Mang, founding member of Regenesis and creator of the extraordinary city-building process called “story of place.” Also at the conference to study North American sustainability thought and practice were more than a dozen of China’s top environmental and sustainability leaders (and learn they did from Piasecki and Hawken!).

To this day, I remember Bruce’s deft narrative, “Go Green or Go Broke.” To appreciate how provocative and trendsetting this was, cast your mind back. Sustainability (if I can lump all modern industrial endeavor and corporate strategy under that common umbrella that Piasecki writes about) has raced from its early-adopter phase to mainstream in the short span of fewer than 10 years.

Back in the 1980s when Bruce began his series of books and his consulting firm, ecological advocates were called tree huggers and radicals. The entire movement was considered woo-woo. It did not understand the role of business in society. Now, the raging debate centers on issues such as the comparative advantages of energy recapture from industrial waste heat
versus heat-sourcing from landfills, and the debate is being conducted by folks who wear suits and swap business cards!

There is no missing the longer, truer trend line embodied in Piasecki’s work. I first saw it myself in the title of Bruce’s prescient talk, back in 2007, when I hired him to speak to my 360 leaders that week. As a result of his particular style and personal force, his *World Inc.* argument has since appeared in Portuguese, Japanese, Italian, Greek, Korean, and other language editions. The world has come around to see the power and opportunity in this line of looking at competition.

In *Doing More with Less*, Piasecki takes his three decades of learning and travel and compels us forward through a mix of narrative nonfiction, personal storytelling, and astute reflections on sports and modern times. This is a book about the management of the relationships between business and society. Moreover, it remains a revolutionary book about how to think about business in our new smaller century.

In eight books now, Piasecki has pointed the way to this smart money view of cultural conflicts. Enterprise has its teeth into sustainability now, as Piasecki predicted. Some see it now as a lion gorging on its recent kill, quieting society. But Piasecki reminds us of a bigger story: this quiet transformation of business positioning is materializing under our feet in a fashion that has changed the lives of 7 billion neighbors. Bruce has been promoting these values and ideas for 30 years, but each new book reapproaches the issues in a more mainstream and more commanding fashion. In the business setting, he has been a green pioneer and a master facilitator. As a consultant to governments and to big business and as a public speaker in many nations and to many smaller firms, he has guided corporate strategic thinking and changed lives. I know many who now see him as the father of social response capitalism, foretold in the next six related chapters.
Here, in *Doing More with Less*, Bruce more deeply and personally unwraps the future for and with you. This master work is transformative stuff. I hope you extract its full and lasting value.

—Gene Miller
Center for Urban Innovation,
Director of the Gaining Ground conferences
Competition and the Tangle of Social Needs

A Preamble

So much for industry, my friends, and attention to one’s own business; but to these we must add frugality, if we would make our industry more certainly successful.

—Benjamin Franklin, The Way to Wealth
I believe we all have a spirit of competition deep within us. The pleasure we knew when we were kids of doing more with so little is still very much at play in our adult lives. As we learn to compete for attention and results, there is a marvel in our actions and a sense of wonder at being in this world. And that is precisely what this book explores—these primal aspects of being human.

I promise you that this and the following chapters will provide you with information that describes exactly why this new century needs something big: the chance to rediscover the vital link between frugality and competition. Rediscovering the pleasures and responsibilities of fair competition is something that adults—those who think they are finished growing—especially need in a time of entitlement and excess. Our globalized world can be a much better place when these adults unite with the new students and emerging leaders. It is a social process to adjust our abilities and tact to these changing and severe times. “Doing more with less” is the set of clustered reorientation points that allows this new growth in society in a time of severe doubt.

Although we all remember how we started, this creative world—and your effectiveness in it—can sometimes feel lost or repressed as we become more professional. The joy of youth decays into the weight of adulthood for many. As we become lawyers or engineers, priests or rabbis, concerned citizens or activists, we fall into patterns of professional discourse and entrenched spirals of peer argumentation. But we can remember our first sense of being competitive in a different way and go back at it again and again, each day. This primal self of invention and frugality allows new growth, even in mature adults. It is a healthy lens through which we can look at this newly globalized world of scarcity and alarm.
Another Way to Wealth

Pat Mahoney, one of the successful chief executive officers (CEOs) quoted in this book, spoke about the pleasures he felt stepping up each rung on the ladder from poverty. “I only regret that my children start too high with too much on the great chain of modern life,” he noted at the end of three days of interviews.

Mahoney recently sold over $50 million of his surplus operating equipment and told me the week after the sale, “Now I can start anew with creativity and return to the pleasures of being frugal.” He has done this several times in his life. I wondered whether he was being foolish, like King Lear. “Not at all,” he said. “I can enter scenes of luxury when I want to lavish rewards on my family and friends, but I do not feel at home there.” In other words, he wanted that primal feeling of climbing his way to the top yet again.

Think of this book, then, as a learning tool, a leisurely conversation with the most aspiring side of who you are. You will meet many friends like CEO Pat Mahoney throughout, who will help you unearth competitive advantages on your way to wealth.

Of course, you may be wondering—what exactly do I mean by wealth?

In my opinion, wealth includes the full glory of creating and keeping wealth, not just the material gains that come from it. The things that fulfill me are the bonds I have at work and home, balanced with the joys of being a member of a larger society. And this realm of personal growth and social purpose is never static. This book explores the entire role you play in fixing society’s many woes—from family and friends, to your firm and the world at large. That is your true wealth.
This larger wealth involves social capital, a concept we explore in the middle chapters of this book. It involves taking steps toward the next golden age, a near-future world where the combination of megacities and more purposeful lives form the hub of a globalized community, as explored in the last third of this book. This next global age, I promise you, will be very different—and far luckier—than that projected in the many dread-based books about our near future.

In further enhancing this process, you must embody the principles so staunchly extolled by Benjamin Franklin, and in a sense, become like him—frugal, inventive, and diplomatic. Once you learn to participate in this new, larger form of social wealth creation, the world becomes a more intelligible and acceptable place.

**A Faith in Our Future**

The magic in frugality is available to many people today. We live in a vast universe of consumer delight, and there are forces that want you to get lost in that vastness. Yet you can choose freedom and magic and less in your life, and this choice will allow you to learn how to better balance the swiftness and severity of modern life.

After extended contemplation, I do not see this set of principles to be about making a Faustian bargain with the near future; instead, I see it as a historic choice of profound common sense. Having known situations where we lose a great deal with the deal, I here endorse an approach that allows men and women to walk in balance. This approach is about returning to a more natural, more native, original sense of balance in our competitive lives, where we know we do not always need to win, and where we know that more is not always the answer.
The social forces noted and celebrated in this book are rising in global significance. These forces will reshape the destiny and life arc of many of you. As a work of social and business history, this book offers a great new age of competitive frugality to each of you—a golden age, in fact, of higher efficiencies, more direct results, and smarter competition. What you’ll find within these pages are some early voices articulating this golden near future.

After the last set of business scandals and financial busts, many powerful interests and many influential people are asking questions about doing more with less—from governments and high schools to multinational corporations. They are seeking this realignment as they regain their balance.

A great change is coming, one of historic force. National Geographic magazine notes how soon—likely sometime in 2012 or 2013—we will reach our 7 billionth person on Earth. However, they do not note why this will most likely prove a golden age.

It is because our dominant culture misses the creative power in this return to frugality. Many remain distracted by the logic of more—in science, in medicine, in mining and technology, and in the electronic toys that litter our floors. Much of what we learned in business about the logic of growth in markets is, frankly, functionally obsolete at this point.

Using this book will prompt you to become part of the answer. You can expect 9 billion people as your neighbors by 2045; you will learn the value of playing hard, not playing hurt in the process. In sum, we explore the rich intricacies that link frugality with competition, and innovation and diplomacy with wealth. Throughout the course of this journey, you will see and understand a better way to use corporate and personal resources.
A Practice in Joy and Satisfaction

But why place this emphasis on money? Why take this thought path as another way to wealth? And why must we have chapters (Chapters 4 and 5 in particular) outlining the importance of managed emotions and the rising significance of compounding value by managing both money and emotions?

The answer is one that we cannot ignore: money makes this world move forward. After much scandal, even money movers, moneymakers, and money lenders are learning now to do more with less. We are all in the same boat at this point, and we share a common global market, with its turbulence and its gifts, as well as the same physical constraints. This set of recurrent universal needs became especially apparent when I looked at the top 60 megacities of this world as part of the initial research deck for this book.

Deep down, humans share a universal set of emotions, which arise from fear and dread of the future, a sense of freedom and fate deeper than national identity or religious affiliation. From Moscow to St. Petersburg, from Stockholm to Edinburgh, from Buenos Aires to São Paulo, each of these great historic cities is ripe for the kinds of innovations in frugality, and for essentially the same historic reasons.

Today’s global citizen knows all this instinctively, whether walking up a stairwell in Singapore or Sydney or entering a corporate office in Nairobi, Kenya, or Cordoba, Spain. These awakened citizens have adjusted their lifestyles, from the wonderful walkways of Palermo to the reawakening of efficiencies in Barcelona and Lisbon. They balance their wants and needs, often brilliantly, with style and gusto. I see this gusto for frugality in some of the bright fashion sets coming out of Barcelona and Madrid. There is music and color to their creative frugality.
Overall, in these great cultural centers across the globe, I see a common theme in their celebration of the richness in rules, and in their understanding of what we will call social capital in this book. The people making a difference in our shared near future will cultivate the skills recorded in this book.

But many of us—specifically those in North America, the English-reading world, the old Soviet nexus, and continental Europe—still need to tackle the tangle of social needs, from health care and balanced budgets to lifestyle and work-home issues. We in the wealthier parts of the globe have only begun to see this horizon of opportunities. Many cities and regions do not yet see the promise in the nexus of frugality and innovation. We are, indeed, at an important crossroad.

So much distracts us as a result of our relative wealth—from that dance of debt to the mortgage problems in our neighborhoods to the bald flat tire in our vacation cars. As my wife notes, “The more one has, the more it breaks.”

This book offers you a pledge and a promise to outsmart those burdens, and to find a new streamlined creativity in scarcity. In the end, this book is designed to help you look around the corner to the near future, rather than bump and stall like a Hummer trying to park in the tight confines of an ancient urban street.

The Magic of Principles

Rules are often incomprehensible to those who lack principles. Yet in the act of encountering our youth, setbacks in life, and stress at work and at home, we refine a set of existential principles we all share. That is my fundamental discovery in writing this book and traveling this world. In addition, the
three global principles explored here are those upon which I founded my firm 30 years ago, so I can fully claim now that they are time-tested.

What are those principles? Let’s start with the three basic fuels that organizations run on: money, people, and rules. We all have deep-seated emotions and fundamental prejudices in our attitudes regarding money, people, and rules.

This book offers a fresh approach to competition, and in the process, offers you some liberating new ways to better align these basic fuels in your life, your family, and your firm.

These three elements feed all governments and all corporations. They form the deeper triple bottom line that sustainability advocates articulate and that leads to our near future. Ancient peoples referred to the same human element as “a third eye,” seeing a set of lasting truths about money, people, and rules—for it takes human experience, human suffering, and insight to find balance in these competing realms.

One premise of this book is that you matter very much in this realignment. Although we acknowledge that some historic change results from the sheer violence in nature, and some of it resides in the full stupidity of regional differences that change only with great resistance, we speak first in these pages about the kind of manageable progress that remains before you to capture.

The first principle, then, is not to forget the people and the rules in the act of making money. The value of this principle of alignment is clear: when you forget people and rules for long, failure is likely over time. Witness the cases of Enron and its many imitators, as well as all the firms that lose their core talents because they do not operate in a socially acceptable way. The reason we have courts, the press, and vigilance in the investment community is so we can remain, as a culture, hyper-focused on good corporate governance and transparency.
The second principle is a more fundamental one for 2010 to 2050. We need to return to a classic sense of productive restraint, to being agents for the good in this world by doing less. This second humanistic principle helps explain how physical constraints on water, air, and land have affected modern humanity. We must therefore become informed, persuaded, and delighted by encountering our current limits, just as Franklin was slowly persuaded by the powers in the new world.

We must adjust our thoughts to this new world of events. This adjustment theme is not only addressed by priests and ministers, debated in political circles, and considered in public discourse. These topics are discussed everywhere, from the backs of taxis to the YMCA sauna to supermarket aisles. The chapters on scarcity, creativity, freedom, and fate are therefore devoted to helping you consider your best options, given the principal challenges before us from 2010 to 2050.

For example, I predict that our carbon- and capital-constrained new world will have much to learn from the classic writings of the past. When it comes to the nature of fair competition and the need for frugality, ancient classics—from pre-Socratic Greece and Rome to the edge of the modern—are rich with insight. Only in the past 100 to 150 years have large portions of this world forgotten these classics. Our renaissance, then, is to return to being human within a constrained world, where water, air, and land are not taken for granted. These are as precious as breath. They involve an inward errand into the stark wilderness of restraint and teamwork.

The last two industrial centuries have taught us one thing: if you have too much slack, too much excess, you will not be creative. You become less than human. You become the machine. On the other side of totalitarian experiments, if you have too little room to move, if you are repressed and depressed, you become the machine also, but from the other
direction. We are still, to this day, trying to find the right balance between industrial aggression, you might say, and personal freedom.

I have observed that most successful and happy people learn how best to align their money, people, and rules early in life. They find a creative balance that keeps them in the game with frugality and fun. They are enterprising, not machine-like.

Of course, many still take the dated mechanical thought path. You can see this cultural bias for personal excess and industrial extravagance even in the recent books about Benjamin Franklin (for example, the prized and brilliant historical work by Aspen Institute CEO Walter Isaacson). Although the book is factual and a great read, it modernizes and professionalizes the great Franklin in that it diminishes key elements of his competitive frugality that made him great.

Isaacson popularizes mostly twentieth-century values in his recollections on Franklin. This otherwise great book on Franklin emphasizes his technical wizardry at the expense of his real insight into human nature—namely, that frugality and industriousness are the ways to wealth. This is the original Franklin insight that enabled the modern era, long before oil, airplanes, and our current crises.

This ancient insight into frugality and innovation flies in the face of what our best business schools continue to teach. The principles in this book test and question the basic assumptions of today’s dominant consumer culture. Only by accepting this primal creativity in each of us can one find true pleasure and true loyalty. And that is virtually free.

The joy and satisfaction in these principles cannot be easily obtained through any other path. Meditation, being only internal and physiological, does not give it to you. No amount of government regulation or corporate market incentives and
Competition and the tangle of Social Needs

Rewards will develop the muscles that come from achieving results in this constrained world.

Only you can do that, by going back to the classics on social leadership. In the act of changing the world around you, you will find this world more intelligible. These higher facts about humans engineering their society are deeper than scientific discipline and legal precedent; they involve a need to think through the actions you take as citizen, consumer, and conscious agent in this world. Cultural anthropologists know that emerging and then dominant higher facts come forth from physical changes. This book focuses on what it means to all of us to support 7 billion souls on Earth.

This Is the You Century

The last principle, then, is that only you can find your competitive advantage for creating wealth. Do not expect your current boss to give it to you, or your parents or grandparents. You cannot get it from any further formal professional schooling.

Business schools are full of cases about teams, and you do need to work with teams. But only you can position yourself and your firm for the more severe future and acquire the wisdom it takes to succeed. Everything Franklin wrote, with wit and care, was for you. And you, too, can aspire to that intelligent ideal. Doing more with less is success. Use that as your lifelong mantra. You can meet this century’s demands as Franklin met the demands of his century, and you don’t need anything except the basic principles laid out in this book.

These principles will help you become adept in the short run and adaptive in the long run. A frugal and fair approach to business prepares you for life and family and allows you
to celebrate—rather than exploit—society. Make this book a friend, rather than an order. It will give your life a reason to share.

Our Homage to Benjamin Franklin

This book is my homage to Benjamin Franklin.

As I travel this world, I find that most people know Franklin as a great man, not just a great American. He has become, over 300 years, the first world citizen. He represents to me the wisdom and wit of the past that is ever present. In Chapter 5, which is about the megacities I’ve visited for work, I reflect on how Franklin’s view of capitalism, which is now mine as well, enabled him to live in the new world more satisfactorily than he first had fit in the new America.

Franklin embodies this principle of delighting in doing more with less. By age 41, Franklin believed that he had spent enough time making money; he therefore devoted the second half of his life to making better products and guiding the promising and industrious people whom he felt enhanced society. The people of our new world still admire this approach. Not long ago, in Washington, DC, I met a taxi driver from Qatar, who said: “Ben Franklin—why, he is our man! If he cannot do it, no one can.” That athletic chant echoed in my head as I wrote the many drafts of this book, as Franklin’s worldliness is more than athletic. It is inspiring to see how Franklin had gotten under that driver’s very skin, compelling him to come to Washington to work in the first place.

Nowadays, as I travel in a taxi or a limo to the great cities, a taxi driver will often respond to the name Franklin with this informed joy. I have been testing out this lived experience since my *World Inc.* book took me into eight different foreign editions
and multiple countries. These book tours and overseas assignments have taught me a good deal I could not have learned from books. The average foreigner’s view of Franklin, for example, is one of a man at the birth of a modern time, one who understood that being industrious and frugal made us of this world.

Why is it, in this age of consumerism, that so many in America and the Anglo-European complex now discount that view, and regard as dated the values and art of virtue promoted by Franklin?

The appreciation of Franklin’s frugality and worldly diplomacy is not always shared by modern authorities. In fact, as we enter the vast realm of consumer goods, very few can see Franklin’s true value to our future.

We should be shocked by Isaacson’s excellent new biography because it actually undervalues these points about frugality and intelligent competition in Franklin. What will the new age think of Franklin, if they only learn about his realpolitik, his love of the technical, and his ceaseless horsetrading through Isaacson and other biographers, neglecting the source materials? The Muslim and Asian worlds, for example, appreciate Franklin for what he is, vividly frugal and diplomatic. If you contrast how other countries teach their youth about Franklin from the texts—from India to Indonesia, from Australia to Africa—it’s shocking to see how Americans tend to forget that Franklin was the father of frugality, inventiveness, and social diplomacy, not just lightning, science, and dining fraternities in Philadelphia.

Therefore, by paying this restoring homage to Franklin in style and deed, we remind ourselves of that primal first individual who knew about fair competition and frugality when he first walked into Philadelphia more than 300 years ago. In short, we are jiving Franklin’s *Autobiography* with the needs of 7 billion new citizens.
This book also examines the works of others who have contributed to the principles described, from E. F. Schumacher to CEOs such as Pat Mahoney. But overall, the main impetus to examine the complex relationships between the arts of competitive frugality and their consequential impact on the world derive from the works and life of Benjamin Franklin.

Franklin is the father of this new approach to wealth, and he is our global citizen to show the way to the next golden age. The following pages are, in the end, based on Franklin’s wit, warmth, and good charm. This resonates with many, including a few like Warren Buffett, who are frugal deep down in a Franklin-like fashion. In my experience, confirmed by recent scientific and psychological research, human beings process conflicting information best when they simply learn by doing. We take this approach to refining your understanding of the art of competitive frugality. By suspending our disbelief, revisiting our primal selves, and looking fresh at the great lessons of a respected past, we can grow past our addictions and the illusions of our existing certainties.

Coda

When we consider the current and increasing weight of debt on most industrial and developing nations, we must pause with a sense of deep caution and concern. Governments as we know them are bloated and overextended, except for fewer than 12 of the more than 194 now in existence. We must then consider the twists and turmoil facing most politicians, from Greece to England and the United States, and appreciate how hard it is for them—or for the press that covers them in a kind of frenzy—to focus on anything except the short-term, highly politicized focus of self-interest by
which they work. It is very easy to see why they stay within their own narrow areas of control until we all lose control—as evidenced by the cases of the International Monetary Fund (IMF), the World Bank, and our existing overextended mortgage lenders in both Europe and the United States. Finally, when we consider how debt takes the radiance out of so many individuals and companies across the globe today, where the luster of self-determination is lost in the pace of debt, we notice that many of our responses become technical and economical, and we thereby miss the real source of solutions noted in this book.

All experts currently in power must heed the powerful advice given in Franklin’s *The Way to Wealth*, or soon be displaced. You’ll see his insight goes well beyond the aphorism “a penny saved is a penny earned” and can truly be worth millions, if practiced. This book puts Franklin before all of us as the model of what is achievable to many in this new century.

We have done so many things wrong in reshaping modern industrial cultures over the last 100 to 150 years that a great number of citizens wonder if we can do anything right. In a sense, we had to make these mistakes to learn. At this point in my life—and at this turning point in human history—I truly believe that you will make more choices that enjoy results if you put trust in this book’s underlying principles and find a path that fulfills.

Doing more with less is success.

—Saratoga Springs, New York
Opportunity abounds from the realignment of money, people, and rules.

By going back to the classics, we can find solutions to waste and excess in society.

Think of wealth as an enrichment of life, rather than just moneymaking.

Our population will soon reach 7 billion, and doing more with less will be the global mantra.

A frugal and fair approach to business prepares you for life.
PRAISE FOR DOING MORE WITH LESS

“Bruce Piasecki redefines what winning looks like for all of us.”
—GERALD BRESNICK, Vice President of Environment, Health & Safety and Social Responsibility, Hess

“Bruce Piasecki has created a book about discovering and maintaining wealth that, in fact, redefines wealth itself to include much more than mere numbers in a bank account.”
—JAY PARINI, bestselling author of The Last Station and The Passages of H.M.

“Bruce Piasecki is one of the few thinkers really upping the ante for leaders in business and society.”
—JAMES HOWARD KUNSTLER, bestselling author of The Long Emergency and The Geography of Nowhere

“Bruce Piasecki offers new grounds for hope in this century, as he elevates the roles of competition, innovation, and stewardship in our lives.”
—BARBARA KASS, author and teacher

“Bruce Piasecki’s latest work artfully blends the practical with the profound. Piasecki teaches us now that frugality is not only a personal virtue but a dire necessity in a world filled with 7 billion souls.”
—DEMETRI CHRIS, Senior Development Officer-North America, Anatolia College

“Bruce Piasecki has a unique global perspective. He weaves powerful anecdotes and adroit business analysis to explain how our modern times work at its very core.”
—EROL USER, President and CEO, User Corporation, Istanbul, Turkey

“Piasecki is a prose master who inspires with information, persuasion, and delight, giving us informed glimpses of a poetry in our near future.”
—HADASSAH BROSCOVA, founder and Editor in Chief of Carpe Articulum Journal and Foundation

“This new book captures the humility and moral insights of Bruce Piasecki, whose life has been shaped by up-close encounters with an amazing range of governments and corporations.”
—DAVID WILLIAM GIBBONS, broadcaster of In Discussion, syndicated worldwide at the Gateway Media Group

“Read this book and grow.”
—GORDON LAMBERT, Vice President of Sustainability, Suncor Energy

Sample Excerpt Only. Buy the Finished Book Today!

Also available as an e-book