

A *New* Way  
TO  
Wealth



New York Times  
Bestselling Author

Bruce Piasecki

*A New Way to Wealth* is a master work on work in a world of change. Piasecki has done it again, thirty-three years after being one of the first to write about climate change and the search for environmental excellence.

—Chris Coulter, CEO Globescan

Inspired by the way Bob Dylan, Bruce Springsteen and Ben Franklin lived their creative lives, *A New Way to Wealth* is the catalyst needed for a conversation that you, your company, or your industry use now to open up a pathway to discover your own solutions.

—Bobby Carlton, Director of Immersive Learning,  
*Ready Learner One*

After a lifetime of experience in business and government, Piasecki is calling for a new era of restraint, frugality, and public-mindedness—not as PR window dressing, but as a set of non-negotiable first principles.

—Daniel Sherrell, Author “Warmth”

Piasecki has created a new metric in these pages, the concept of ‘competitive frugality,’ explained in practical detail as a way of developing social capital and spending it in a respectful way. In doing this, Piasecki helps on climate change, personal self-actualization, and corporate competition in one coherent swoop.

—Richard Ellis, Vice President, Corporate Social Responsibility, Walgreens Boots Alliance

Piasecki provides a message for our carbon and capital constrained world. Clever and informed, his 19th book delivers an urgent, articulate, call for a future that is at once frugal and fulfilling, and, most importantly, sustainable.

—Paul Grondahl, director of the NYS Writers Institute at the University at Albany and author of several books

In a world increasingly constrained by planetary boundaries, the impacts of climate and social change, this book is both intelligent and fun. It brings together the full extent of Bruce's personal experience and journey – along with the unique individuals with whom he has worked over decades – to offer wonderful insights on what it takes to transform to a purposeful, sustainable – and winning – enterprise

—*Dr. Dominic Emery, Chief of Staff, bp*

Institutions—be they private, public, academic, or others—can be agents for positive change. Those organizations that 'get it' will continue to endure, evolve, and succeed. *A New Way to Wealth* can be a source of inspiration and sustainable success for organizations that 'get it.'

—*Brian Kellogg, Director, Global EHS, KLA*

Bruce Piasecki's latest book reminds us of the importance of the traditional principles of personal integrity, frugality, and a genuine concern for others. For anyone who seeks to lead today, understanding these principles and learning how to apply them effectively are essential, and Piasecki's latest book will help you do that.

—*Ken Strassner, Yale Attorney*

*A New Way to Wealth* calls us away from the mindless dribble of competition for merely personal gain, to commit to business and personal practices that sustain and bring wealth to the common good as well. A book to buy, read remember, and cherish.

—*L. Rostaing (Ross) Tharaud, Attorney*

Bruce Piasecki's newest book colorfully describes the secret to organizational success in the age of climate change - competitive frugality! Not mere belt tightening, but the joyful pursuit of innovations that efficiently build social capital. Piasecki is a man of insight and heart; we would do well to follow his lead.

—*William Throop, Professor Emeritus of Philosophy  
and Environmental Studies  
Green Mountain College*

Piasecki describes “a world riddled by surveillance capitalism, rampant consumerism, and power politics,” where every decision/preference/ thought become commodities. In this compelling book after his fantastic *Fable 2040*, Bruce Piasecki offers the notion of doing more with less. We need to embrace a concept of competitive frontiers informed by planetary boundaries, and find solutions that address business value, social needs and environmental health. His words give us hope and direction.

—*Dinah A. Koehler, Sc.D, Harvard, Board Member of  
the Medical Consortium on Climate and Public Health*

# **Selection of Other Books by Bruce Piasecki**

*Doing More with Teams*

*World Inc (see foreign editions)*

*Corporate Environmental Strategy*

*Diplomacy and Longevity*

*Environmental Management and Business  
Strategy*

*Giants of Social Investing: John Streur and  
Jack Robinson*

*Swallowing the Earth Whole: The Lives of  
Frank Loy and Steve Percy*

*Doing More with Less*

*In Search of Environmental Excellence*

*Missing Persons: A Memoir*

*New World Companies*

*The Quiet Genius of Eileen Fisher*

*The Social Intelligence of Linda Coady*

*Stray Prayers: Poems*

*The Surprising Solution: Updated Paperback  
Edition of World Inc*

# A *New* Way To Wealth

## **The Power of Doing More with Less**

by Bruce Piasecki

First published in 2021 by Creative Force Foundation, Inc This book is one of a series produced in alliance with Book Baby and Ready Learner 1. To date, Ready Learner 1 has an internet platform, working with Nike, Google and others that offers an immersive experience based on Bruce Piasecki's books. This Ready Learner 1 series is called *DOING MORE WITH LESS IS SUCCESS*.

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The Power of  
Doing More  
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New York Times  
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Bruce Piasecki

**Deep lasting thanks for the book  
inputs from Peter Lynch,  
Abdelrahman Mohamed,  
Tom Bonaccio.**

**In addition, deep thanks for the  
design and compositional support  
from Debbi Wraga and  
Frank Weaver.**



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## INTRODUCTION



*By Micah Shippee, PhD,  
CEO, Reader Learner One*

*A New Way to Wealth* is Bruce Piasecki's 19<sup>th</sup> book.

This short but smart new book is based on his forty years as the owner and CEO of a management consulting firm that knows firsthand the power of doing more with less. Piasecki's firm, [www.ahcgroup.com](http://www.ahcgroup.com), has helped Toyota enter the global market with their hybrid powertrain. They helped Walmart enter Africa efficiently, with strategic partners across five years. In recent years, they worked on competitive frugality with such globe spanning giants as bp on its energy transformation, and Merck and Walgreens on their needs to flourish in a time of Covid-19.

Piasecki's career is about the arts of competitive frugality. He grew up a factory kid on Long Island, made his way to Cornell as a basketball star, and up the corporate stairwells of the firms noted in his client history and ongoing membership workshops known as the Corporate Affiliates Workshop Series.

What you are about to experience is his ultimate summary of his career, is a down to earth

readable and optimistic narrative in nine chapters and a prelude that sing.

To study Piasecki's work is to study the changing nature of work itself, and to reflect on how the best firms compete and thrive. Piasecki builds himself on the shoulders of other giants like Jim Collins, and Harvard's business gurus, as well as on the shoulders of the six leaders he has written biographies about. But what matters is his insight into what will help us in life, careers, families and friends.

The nature of modern work is changing because the world is changing. Insights into the future of work largely explore our processes and workflows as they are related to modern technologies that are evolving and increasingly disruptive. In effect, we might be pressured to think of the future of work as doing more with more. However, our globalized society needs us to take more care and understand disruption and innovation in this time of carbon and capital constraints.

We are after all global citizens, humankind, children of one earth. Piasecki's new book is a just-in-time perspective challenging our status quo. He offers an intelligent guide for a successful future, while acknowledging what makes this a swift and severe new world.

## **THE NATURE OF MODERN WORK**

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## **HOW I WORK WITH DR. PIASECKI**

I met Dr. Bruce Piasecki in a phone call through our common colleague Bobby Carlton, the Executive Director of Immersive Experiences at Ready Learner One. His love of historical precedent and well-read nature are clear in his writings and conversation. We met over the next few months, via video chat, to discuss Piasecki's work and aspiring legacy. As we entered a formal partnership, my firm began creating engaging

course experiences leveraging the vast knowledgebase of Bruce's work.

As the CEO of a training and learning company, Ready Learner One, our collaborations focused on designing and developing courses around the themes of his books. As a result, the *Doing More with Less* Course delivers on its efforts to empower change agents to up-skill and find success. My field of study, instructional design, broadens out to not only include adult learning theory, but also organizational behavior and planned change. Like Bruce, I have worked in spaces and places to help people manage change.

In this book we will find guidance on just how to step back and capture, with grace and force, our competitive nature. Failure awaits those that cannot harness the skill of knowing how to “step back,” and discover why doing more with less is success. Thus emerges a critical lens by which we must approach a world ready for change.

Fundamental to understanding the change process is understanding communication channels, that is, the what, when, why, and how of people communicating. This book explores the power of relationships and meaningful work in vivid detail and through lasting concepts.

We have learned over decades of research and analysis how the organizations/communities in which we communicate can accelerate or impede progress. While innovations create new and faster means of transmitting messages, the sender and receiver remain the interpreter of the motivation and meaning of the message. The relationship between the two is paramount in the effectiveness

of the communication, and from this we have come to understand that positive relationships are the key to success. With this in mind, Piasecki's teams have worked diligently to accelerate progress with global organizations like Merck, bp, Walgreens and others noted at [www.ahcgroup.com](http://www.ahcgroup.com). These experiences are captured in this book, an exploration into the two-way dialogue between social needs and business results. We can see this dance of dialogue, and its social value, throughout Piasecki's book. In fact, Gene Miller read some of his work as a "sustained conversation" of force and wit.

Piasecki's new book guides us in building our competitive nature as global citizens. Our communication has become more digital and less tangible, exposing a need for strong bonds of relationship. In a changing world one truth remains: the power of relationships. Piasecki's practice is based on teams, and key relationships feed all of his books. In this power rests the ability to live a fulfilling life, to promote social good, and to achieve organizational growth. As one who practices what he preaches, Piasecki's collaboration with award-winning designer, innovator, and educator Bruce Mau (Massive Change Network) is a testament to the power of leveraging relationships to amplify efforts and make the world a better place through thoughtful design and practical change. Piasecki brought both Gordon Lambert, Bruce Mau, and Bill Novelli into his team serving bp, a 100-billion-dollar giant of immense complexity and need.

A master of networking, Piasecki's efforts have bonded with the legendary work of William Novelli, (*Good Business: The Talk, Fight and Win Way to Change the World*). Novelli and Piasecki found themselves on the Board of Directors of the Medical Consortium on Climate and Public Health, sitting with a set of renowned doctors. In these connections and many more, we see the life experiences that led to this book.

## **FITTING PIASECKI INTO CULTURAL HISTORY**

Dr. Piasecki's work is built on the historical shoulders of Ben Franklin and Abe Lincoln, amplified by titans of industry like Gene Miller (Gaining Ground), Chris Coulter (CEO of Globe Scan), and author Patricia Aburdene (New York Times bestseller and co-inventor of Mega-trends series)—each of which have written powerful introductions to Bruce Piasecki's prior books. These prior dozen plus books have solidified his work in the critical fields of corporate governance, energy, product, and environmental strategy.

In this new book, you will learn to:

- Explore your role as a leader in our changing society. Piasecki's approach helps you refine your skills at being frugal, inventive, and diplomatic.
- Navigate times when intervention is required to make massive changes in your life or

firms. This helps you develop the competitive skills to be rapidly on-boarded in complex teams.

- Leverage your leadership skills to use social capital to create a culture of frugality during tough economic times.

As I reread this book, Piasecki helped me realize that the future importance of competition and frugality will mount with time; billions of people in this world will demand it.

## **WHAT DOES PIASECKI MEAN BY COMPETITIVE FRUGALITY**

There is a deep paradox and insight behind Piasecki's chapters. The word "frugality" speaks of self-restraint and self-control, two words not commonly found in business. Competitive Frugality is, after all, self-control employed to relinquish self-centeredness in order to stop wasting time, energy, and resources. This is the lasting gift in Piasecki's book.

In *A New Way to Wealth* we see how we must reframe our thinking to understand that opportunity abounds from the realignment of money, people, and rules.

Clearly, mega-companies have mega-responsibilities, yet they do not all embrace this fact, leading to a charismatic-downfall. Therein lies a competitive advantage, an intelligent form of competition to see the needs of a heavily populated planet 5, 10, and 20 years down the road.



I consider myself well read in fields related to earning my doctorate, and to launching my firm, and I have found this book reveals new grounds for a hopeful future, as it cements classical competitive habits into our behaviors.

Today's smaller world requires frugality from governments, corporations, privately held firms, and individual homes. Piasecki advises us:

- The age of the consumer is giving way to a more creative age of restraint.
- We must burn off our self-centeredness and stop wasting time, energy, and resources.
- We need to find our competitive advantage through a more frugal path.

*A New Way to Wealth* will guide employees, learners, leaders, and organizations to be successful through frugality, to refocus with a sense of social purpose in capitalism, and to refine instincts for innovation and survival.

Enjoy your journey into this book!

Your guide, Dr. Bruce Piasecki, will expertly lead you through the knowledge acquisition necessary for you to bring positive change into your context. I hope you enjoy the parallel IMMERSIVE learning experiences we are bringing to this work through Ready Learner One.

As I have found in my months with Bruce Piasecki, I have no doubt you will find introspective growth and the motivation to achieve success here.

—Micah Shippee PhD, CEO, Ready Learner One

**Post script by Author:**

I am deeply thankful for Dr. Shippee’s generous introduction, as he connects the dots of my life work of management practice with the principles and the perspectives shared in this summary book.

I know how hard it is to write such a broad yet focused introduction. Reading Shippee’s introduction here is like rewatching my favorite films: in a short period of time a range of emotions are described, and you leave the theatre with eyes opened. Thank you Dr. Shippee.



## A VISION TO EMBRACE

This new book, my 19<sup>th</sup> in four decades of professional writing, derives from a comment from the late great American writer Tom Wolfe. In inviting me to join the Lotos Club in Manhattan, Tom Wolfe noted “Your book about doing more with less (2012) can be re-made by you and your experiences in management and self-determination for the rest of the century.”

He returned to that message annually for me with his hand done, and witty, Christmas cards. I found that both supportive and something that gave me anxiety this last decade. For over ten years I read other books, and watched thousands of movies with my wife, to avoid this stimulating request by the late great author of the farce on banking and racism, *The Bonfire of the Vanities*.

Tom, like Jay Parini, knew there is an element of sportive seriousness in all I do, both at work as a change agent for complex firms and as a social historian when I write.

What follows attempts to honor that visionary Tom Wolfe comment. I hope you enjoy it.

–Bruce Piasecki,

2022

## PRELUDE: SOME PRINCIPLES AND A PROMISE

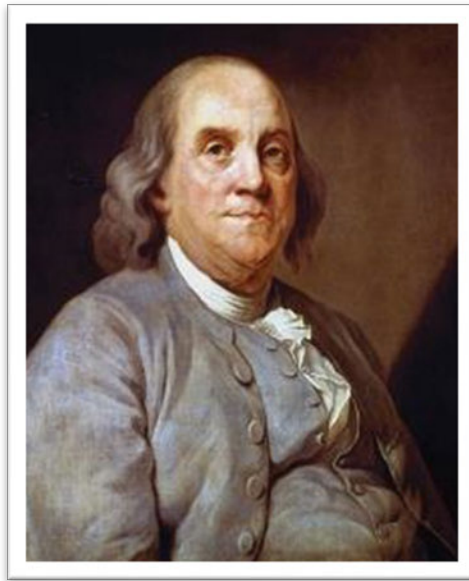


“So much for industry, my friends, and attention to one’s own business; but to these we must add frugality, if we would make our industry more certainly successful.”

—Ben Franklin, *The Way to Wealth*

### HOMAGE TO BEN FRANKLIN

This book is my homage to Benjamin Franklin. As I travel this world, I find people know Franklin as a great man, not just a great American. He has become, over three hundred years, the first world citizen. For me, he represents the wisdom and wit of the past that is ever present.



*Photo Courtesy of: Jupiter Images | photos.com*

By age 41, Franklin felt that he had spent enough time making money. Unlike most in

business or the halls of power in governments, Franklin knew how to ask: “What is Enough?” And he knew when to realign his focus on money, people, and rules; so he devoted the second half of his life to making better products, better organizations. Ben became Big Ben as he wrote over decades a set of guidewords for promising people that enhanced society. In the pages that follow, you will see how he converted, how he transmuted, ordinary capitalist capital into social capital, the trick that remains at the crux of fixing the climate crisis we all now face.

The people of our new world admire Franklin’s **prominent word use**. Nowadays, as I travel globally to mega cities, a taxi driver will often respond to the name Franklin with informed joy. I have been observing this global phenomenon about “American-born” inventive pragmatism since my *World Inc* book was translated into many different languages from Greek into Portuguese, Korean and winning a book of the year in business in Japanese. Often as I engaged with a new culture, it was Franklin who we first shared bread and commonality over.

While I am no Big Ben, I did follow on his shoulders in a sense, remaining pragmatic in business and government, while leaving a verbal record for my century. Franklin is the man at the birth of modernity, the man who understood that being industrious and frugal made us of this world. This is what organizes and blends the power in our principles.<sup>1</sup>

The crux is consistent; by paying this homage to Franklin in style and deed, we are reminding

ourselves of that primal first self that knew about fair competition and frugality.

Now at age 66, I can see another value in beginning again with striving along the routes of Ben Franklin. His principles help us do what we refer to today as “self-actualization.” This is very different than selfish “wellness” movements, where all the value is on the calm and confidences of the “me and the me generation.” I know too many people we find extremely selfish in their needs for wellness.

**Self-actualization, in this classic Ben Franklin sense, is about giving back,** about stepping back to liberate more social capital in your friends, family and firms. It is the essence of the positive side of corporate globalization (which we all know can be vicious and severe), and it is what enables the productive competitive self to work in more productive and impactful teams.

This book is not about simple ego liberation; it is about finding your route to being a giver, a person of impact in society.

## **WHAT DO I MEAN BY WEALTH?**

During the months I was awarding Daniel Sherrell, age 31, my public charity’s first annual writer’s award, I thought a good deal about his generation and his brilliant concerns in *Warmth* (Penguin Books, 2021). When I first watched his Ted Talk, he conveyed in an eloquent thirteen minutes the weight of being born into this century dominated by responses to climate change. He asked me “What do you mean by wealth?”

throughout our early talks, almost each time we exchanged over the value in his campaign work and in his book.

For me, wealth includes the full glory of wealth creation, not just material gains. The things that have fulfilled me on my journey to wealth are the bonds at work and home, balanced with the joys of being in society. We explore here the entire role you play in fixing society's many woes—from family and friends to your firm and the world at large. This is your true wealth.

There is much to learn from the famous Ben Franklin. I learned this in teaching his Autobiography to undergraduates for nine years in the beginning of my career, and I never forgot how the Franklin mode of pragmatism re-wired me. You must become like Ben Franklin all over again: frugal, inventive, and diplomatic. Once you learn to participate in this new larger wealth, the world becomes more intelligible, more acceptable.

Think of this book, then, as a learning tool—as a leisurely conversation with the most aspiring side of who you are. **Its goal is to help you unearth your competitive advantages on your way to wealth.**



You will meet many friends, clients, and CEOs in this book who will draw out your abilities to think in a frugal, diplomatic, and competitive way, where doing more with less is success. In my experience, friends start this widening experience.

## **FAITH IN OUR FUTURE**

By the final chapters, you will have absorbed what I offer as new grounds for hope in a world riddled by surveillance capitalism, rampant consumerism, and power politics.

When I look over the books and friends that helped shape my life, and the clients, I must acknowledge how they helped develop my faith in the future.

Take again Daniel Sherrell. I found his book uplifting, even though it was centered on the dread of climate change. He will become for his generation a voice of “proto-optimism” and action. There are grounds for hope in the work found in this new generation and their work. This tonal shift makes Sherrell’s book so different from the endless stream of apocalyptic warnings at the center of many shelves since the 1970s. I will not bore you with these worrisome obstacles to your ascent; as you can contemplate them in the fable which I wrote during Covid-19 called *2040*. The point is: cultivate through reading your faith in the future.

From sports and competition in business, I am painfully aware of the falsely competitive knuckleheads in our world. Think here about the “great” fallen cyclist Lance Armstrong, explored in



my book on *Doing More with Teams*. Or think about the recent coverage on the fall of the Governor of New York State Andrew Cuomo. **Once** you become a bully in your competitiveness, there **will be no one there to pick you up**. Yet we can think “past” these set of self-imploding obstacles, and steer clear.

## WHERE DO I DERIVE THIS FAITH IN THE FUTURE?

Much of the second half of this book is about **deriving a sense of faith in the future**. You cannot talk intelligently about faith until you spend six chapters on the fundamental higher facts of the present. There is too much climate anxiety, and dismal politicizing of the future for my taste, and your health. So let this book exfoliate before you.

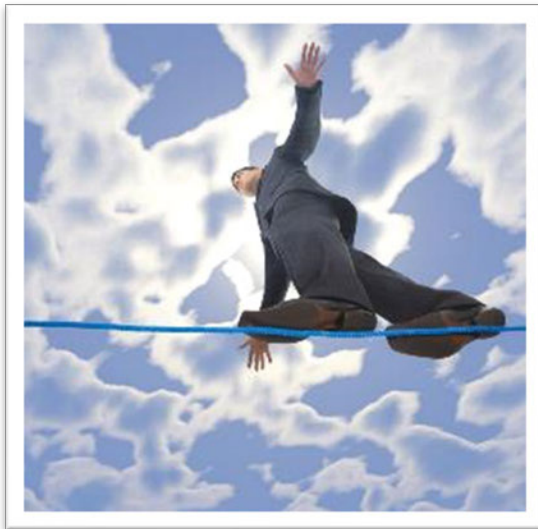


Photo Courtesy of: Tomasz Trojanowski | Shutterstock

Yes, there is a recurrent mantra, an over-arching undertow of faith and hope in the book.

You can call me a despairing optimist, like my mentor Rene Dubos coined in the 1980s. Or a prototype pragmatist as all climate campaigners like Daniel Sherrell have become.

## **THINK ABOUT GROWING YOURSELF**

I am encouraging training that makes you tough, not just a competitor. To be “a blue-sky optimist” is naïve, if you forget that walking the frugal line is like dancing on a tight-rope above a snake’s pit. In our approach, you can fall, but you can get up and make the next set of days both frugal and competitive again.

A great change is coming. Powerful social and government movements have taken shape in recent times, calling for a change. This will prove a **golden age in our use of money and rules**. Thanks to data analytics and other socially alert management systems on needed **changes in human capital and energy**.

In this book you will hear corporate examples of climate-oriented projects, as bp goes from a super major oil and gas player into an integrated clean energy provider with a host of strategic partners like Microsoft, Cemex, Quantas, and Infosys.

You will also hear re-alignment in the consumer facing firms like Toyota, as well as Unilever, a food and health products firm touching people in more than 188 countries in the world

with their Dove Soaps, sustainably packaged foods, and a large train of brands like Ben and Jerry's Ice Cream.

Many remain distracted by the logic of more and miss the creative power in this return to frugality in science, medicine, mining, and technology (even in the children's toys that litter our floors). Those who are leading movements and making change are adept at being frugal. Find here some early voices articulating this golden near-future. In the course of the journey, you will see and understand a better way to use corporate and personal resources.

## **THE MAGIC OF PRINCIPLES**

Organizations run on three basic fuels: **Money, people, and rules.** Spend time learning to respect these realms, not exploit them.

Once you discern the lasting dynamic of these three fateful variables in your life, the history of your life, in a sense, begins.

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**Consider how the arts I describe and the skills refined in this book make you neither Robin Hood nor an economic fool. Instead, they make you self-actualizing.**

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Competitive frugality is a fuel in a self-determining world. You cannot control most in your life, but you can shape this realm to your

advantage, and the advantage of your friends and family. And in time, perhaps in your own firm.

These high-octane fuels feed all governments, non for profits, and they feed all corporations. They form the physical bottom line of our markets, contrary to what your introductory accounting class teaches you. These principles form a triple lens that leads to our near future, much like the ancients' concept of the "third eye" led them spiritually, seeing a set of lasting truths about money, people, and rules.

One principle of this book is that you matter very much in this realignment. You cannot forget people and the rules in the act of making money. As our tutor Ben Franklin states in *The Way to Wealth*, "Do well by doing good." The value of this "alignment" is clear: When you forget people and rules for long, failure is likely. Witness Enron and its many imitators. Witness all the firms that lose their best talents because they do not operate in a socially acceptable way.

The second principle is a fundamental one for the remainder of the first half of this century. We **need to return to a more classic sense of restraint**. Look at our shared needs for clean air, safer oceans, and available lands for food, shelter, and energy. We must learn to be informed, persuaded, and delighted by encountering constraints in this century, just like Franklin was slowly persuaded by the powers in the new world. We live in times of great change.

## THE UNIFYING CHALLENGE OF CLIMATE CHANGE

There is one profoundly reinforcing thing about the threats of climate change: many social movements are united under its umbrella of doing more with less.

Climate change asks us to redefine so much: it demands that we think along the lines of this book and realign our sense of money, people, rules, capital and technological invention. This is because climate change **challenges both the rich and the poor. The final third of this book** explores the plights of children in the vast continents of our earth, as I want you to get outside the box of your own culture and born region, and see this world needs us to do more with less. This is the crux of the matter on climate change. Pollution equates to population, rate of consumption and the grand inefficiency of the petrochemical treadmill our original wealth this last century was built from.

Another civilizational lesson in the discontent of climate change can be summed up by the paradox of industrial success: **The more you have, the more you are captive to having.** Some in industry now note that the more you have the more it breaks. This view flies in the face of what our best business schools continue to teach. Our principles test and question the basic assumptions of today's dominant consumer culture.

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, nor your parents, nor grandparents. Do not expect a course on it from formal professional schooling.<sup>2</sup>

Instead, you earn this world view in your daily habit and choices. Our partner in the immersive experiences, CEO Micah Shippee of Ready Learner One, is professionally devoted to helping you certify your worldview in this space.

These principles will help you become adept in the short run and adaptive in the long. A frugal and fair approach to business prepares you for life and family. It **allows you to celebrate society rather than exploit** it. It is in the acceptance of this primal creativity in each of us that one finds true pleasure, true loyalty. And **that is virtually free**. No amount of government regulation or corporate market incentives and rewards will develop those muscles of achieving results in this constrained world. Only you can do that by going back to the classics on social leadership and allowing yourself to enter deep thought.

## AS WE BEGIN

When you consider the radiance of competitive frugality in your lives, you feel the success inherent in it. You begin to befriend this near future.

Do not think this form of competitiveness is **free from bruising and set-backs**. You will fall, but as you get up with these principles, you will prove more competitive. Like the great game of

full court basketball, the nine chapters represent the ten players in the game, and they all must be in sync for the game to matter. To celebrate the basketball competitor in each of us, **understand that some players will get hurt, some will have only bruised lips**. This is a competition after all, not a great false promise of winning without pain or effort.

This book is about your self-determination in a **world weighted heavily by fate**. The quality of the turbulence you will surf on depends on how habitual you make these principles, and the promise you find in being with your own family, friends, and firms.

When we consider the weight of debt on nations, most politicians only focus on their self-interest and area of control. When we consider how debt takes the radiance out of so many individuals and companies across the globe, we become technical and economical, at best, in our thinking and response.

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 "a penny saved is a penny earned," and is worth millions if practiced.

## **A WAY TO SUM UP THE OVERVIEW**

In the following chapters we will be exploring the emotional relationships between:

- **Self-actualization**

- **Wealth, both personal and social**
- **Team work**
- **Innovation and Surprise**
  
- **The changing needs of peoples in mega-cities**
- **The role of capitalism in all this**

You will find, by chapter four, examples given from leading companies like Unilever. Here we explore their social genius as a surprising feature on how they compete to do more with less in over 180 countries.

Reading this book is not like going to movies, where you sit to be entertained in two hours, or less. It will take you a few days in order for it to sink in. It is more demanding than a movie, as the emotions we explore are complex and lifelong.

In addition, unlike a super film, this book is not **complete without your active participation, your reader response**. That is what we call appropriation. I tried to live up to Tom Wolfe's challenge to me by making the book a series of small chapters you could "participate" in. I always believed that participation is what makes the world intelligible.

At times, in the chapters ahead I will insist that something is "stupid." And I will say it is wasteful, and should be ignored. To say "no thanks" to stupidity is another hidden benefit of doing more with less.



Think of the last decades since World War II. We have done so many things wrong in reshaping modern industrial cultures over the last 100 to 150 years that many, many citizens wonder if we can do anything right. If you put trust in the principles we explore in this book, you will make more choices that enjoy results.

You will find a path that fulfills. A path to a new way to wealth.

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<sup>1</sup> In conclusion, we should be shocked how Walter Isaacson's excellent new biography undervalues these points about frugality in Franklin. What will the new age think of Franklin, if they only learn about his politic, his love of the technical, and his horse-trading? Even the BBC specials on Franklin ignore his lasting insights into frugality!

<sup>2</sup> 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 its wit and care, was for you. And you, too, can aspire to that intelligent ideal.



# A *New* Way To Wealth

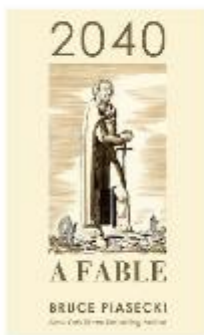
- Opportunity abounds from the realignment of money, people and rules.
- By going back to the classics we can find solutions to waste and excess in society.
- Think of wealth as an enrichment of life, rather than just money making.
- Our population will soon reach 8 billion, and doing more with less will be the global mantra.
- A frugal and fair approach to business prepares you for life.
- Doing more with less requires that our actions remain cost-effective, evidence-based, market-informed, decision-useful and financially material.

# ANNOUNCING

## **The Bruce Piasecki and Andrea Masters \$5,000 Annual Award on Business and Society Writing Annual Deadline August 15, 2022 through 2045**

Applicants must be between 18 and 40 years old and have at least one publication prior to August 15, 2022.

These works can include essays, research papers, books, and articles. Topics must be thematically consistent with positive social impact and business. Themes include, but are not limited to, climate change, racial/gender equality, sustainability, and innovation. To apply, send your published pieces (link or PDF) and a brief (1- to 2-page) working plan addressing your future writing endeavors and career to [awards@ahcgroup.com](mailto:awards@ahcgroup.com) (cc: [debbi@ahcgroup.com](mailto:debbi@ahcgroup.com)).



The Creative Force Foundation was established to promote and support the literary arts and advance public appreciation of the same in order to educate the public on and raise awareness of sustainability issues that exist in the intersection between business and society.

This award is financed by Bruce Piasecki and the Creative Force Foundation

[www.doingmorewithlessbook.com](http://www.doingmorewithlessbook.com)

# Fulbright recipient Daniel Sherrell wins

**“Bruce Piasecki and Andrea Masters  
Annual Award on Business and Society Writing”**



As just announced by Square One Publishers on behalf of their author, [Bruce Piasecki, PhD](#)—the globally-minded sustainable environment trailblazer and bestselling business author of [Doing More With Less](#) and [New World Companies](#) among others—has bestowed the 2021 [Bruce Piasecki and Andrea Masters Annual Award on Business and Society Writing](#) upon Brown University Environmental Studies graduate and Fulbright grant recipient Daniel Sherrell.

Mr. Sherrell's award-winning essay, with its strong focus on climate change and his continuing role as Campaign Director for the [Climate Jobs National Resource Center](#), can be read by clicking [HERE](#).

Daniel Sherrell's first book, [Warmth: Coming of Age at the End of Our World](#) (PRH) was published just last month and is available now on [Amazon](#) and wherever else books are sold.

Before becoming a bestselling author in his own right with the book *Doing More With Less* (\$16.95 USD, ISBN: 978-0-7570-0426-1), Bruce Piasecki made his mark as founder of the [AHC Group Inc.](#), an internationally successful general management consulting firm specializing in growth, energy, environment, and sustainability. In addition to his impactful business titles [Doing More With Less](#), [Doing More With Teams](#), and [New World Companies](#) (all now available through Square One Publishers), it is Piasecki's memoir [Missing Persons](#) that has perhaps brought forth his highest accolades to date from such estimable sources as *Publishers Weekly* (a "compulsively addictive memoir, combining rich cinematic touches and psychological elements of memory and dreams"), [Foreword Reviews](#) ("more than a memoir; it is wonderful entertainment and a celebration of memory"), and [Literary Aficionado](#) ("luminous, especially for those of us who are finding ourselves reflecting on the past") among others.

To learn more about this story and to reach Dr. Piasecki directly, feel free to contact Bobby Carlton by email at: [bcarltonpiaseckiproject@gmail.com](mailto:bcarltonpiaseckiproject@gmail.com)

# ANNOUNCING

## An Immersive Experience on the Principles in Bruce Piasecki's books: A joint venture with



With excitement and anticipation, I share news of this joint venture—our team's first virtual experience with you. *Doing More with Less* has been transformed into a 4 part [self-paced virtual course](#) (this is module 1 of 4) through a partnership with Ready Learner One that will help learners be able to:

1. Explore their roles as a leader in our changing society.
2. Enable themselves to navigate times when intervention is required to empower solutions from within their organization.
3. Leverage their leadership skills to use social capital to create a culture of frugality during tough economic times.

When completed, the learner will be rewarded with a *Doing More with Less* Certification that can be shared on their resumes, online profiles and with colleagues.

When my book *Doing More With Less* was first published, it became a Washington Post Book World and a New York Times best-selling book. Touching on what works in the creative lives of Ben Franklin, Bob Dylan and Bruce Springsteen, paperback editions were recognized by USA Today and the Wall Street Journal on their best seller top ten lists. This is both lucky and rare, something we wish to share with you, your firm and family.

You may ask why this reception across the decade?

My book takes a deep dive into our primal competitive instincts, as it embraces the idea of frugality, innovative self-actualization and team loyalty as a crucial mix for a new world's competitive edge. It also made some fun of corporate and sports knuckleheads along the way.

**Come sense these engines propelling business and society into conquering tomorrow today at this click.**

Over time, the principles behind this book became a powerful resource for a series of global organizations. From **Toyota** to **Merck** and **Walgreens Alliance Boots**, they turned the power of these competitive principles to help guide them to be leaders. In response, we are happy to release a new nine chapter book, *A New Way to Wealth: The Power of Doing More with Less*, partnering this Fall with Book Baby and Amazon.

There is business value in strategic partnerships, as this new title comes along this Fall with this Ready Learner One certificate program for a new generation of users.

**Why this updated immersive experience first?**

We live in a swift and severe world. Best to start now.

In today's fast-paced learning, learners are seeking new ways to consume new information that is more engaging, self-paced, and allows them to learn when they want. As a result of all this, I have partnered with the company [Ready Learner One](#) to transform my time tested principles into a self-paced virtual course that will let any learner and corporate leader - across the globe before their computers or handhelds - become certified.

The great Benjamin Franklin once said:

*“The way to wealth is as plain as the way to market. It depends chiefly on two words, industry and frugality: that is, waste neither time nor money, but make the best use of both. Without industry and frugality nothing will do, and with them everything.”*

My course will launch on October 8th as an add-on during the Ready Learner One [Innovations Beta Lab](#), a virtual learning opportunity that will bring learner leaders from companies such as **Nike**, **Amazon**, and **HP** together with our clients and readers. Bring these masterful firms and my principles into your organization through this joint venture.

**Register for Ready Learner One’s [Innovations Beta Lab](#) so you can learn from other global leaders.** You may wish to start by enrolling in this self-paced training [from my books](#) through their platform. Swiftly, you can become certified on your further path to success.

## ABOUT THE AUTHOR



### BRUCE PIASECKI



Dr. Bruce Piasecki is the founder of a global management consulting firm, [www.ahcgroup.com](http://www.ahcgroup.com). You can learn more on Piasecki's life through his memoir *Missing Persons*. With his wife Andrea Carol Masters and his daughter and others, Bruce established the Creative Force Foundation, Inc. Its purpose is to provide global annual awards to young writers on Business and Society issues like climate change.