

MICHAEL  
HEWITT-GLEESON

*BEST-SELLING AUTHOR OF  
SOFTWARE FOR YOUR BRAIN*

**GLE  
x10**

*BOUNDARYLESSNESS*

**JACK WELCH, CHAIRMAN OF GE (1981-2001).**  
*'I WISH I HAD A MANAGEMENT TEAM THAT REALLY UNDERSTOOD MICHAEL'S X10 THINKING BECAUSE IT'S THE VALUE-ADDED ROLE IN THE MANAGEMENT PROCESS.'*

**PETER DALE, CEO OF VOLGREN MARCO POLO, AUSTRALIA'S LARGEST BUS MANUFACTURER.**  
*'I JUST HAD ANOTHER READ OF YOUR NEW BOOK ON MY IPHONE. X10 IS TRULY SUCH A GREAT CONCEPT. EASY TO READ, PUNCHY AND FRESH! CONGRATULATIONS.'*

**SIR GUS NOSSAL AC FRS, CHAIRMAN OF THE GATES FOUNDATION'S DISCOVERY EXPERT GROUP.**  
*'I LIKE ITS SIMPLICITY AND ITS DIRECTNESS. I LIKE THE FACETS OF HUMOUR. I LIKE THE DESIGN WHICH MAKES IT SO EASY TO READ.'*

**ANDREW BASSAT, CEO AND CO-FOUNDER OF SEEK.**  
*'I'VE GONE THROUGH IT ON MY IPHONE AS SUGGESTED. LOTS OF INTERESTING THOUGHTS!'*

**PROFESSOR DAVID PENINGTON AC, FORMER VICE-CHANCELLOR, UNIVERSITY OF MELBOURNE.**  
*'A COMMENDABLY 'SHARP' AND POINTED DOCUMENT. EASY TO READ.'*

**MARIA DEVESON-CRABBE, TELSTRA BUSINESS WOMAN - COMMUNITY AND GOVERNMENT, 2014.**  
*'SO EXCITING. IF WE COULD DE-OPERATIONALISE BAD PHILOSOPHY (IN THE SAME WAY WE AVOID VIRUSES AND ADDICTIONS) WE WOULD ABOUND WITH A LOT OF X10 ENERGY FOR FUN AND WORK-LIFE BALANCE.'*

**PROFESSOR GERMAN SPANGENBERG, EXECUTIVE DIRECTOR OF AGRIBIO VICTORIA.**  
*'I LOVED IT! I COULDN'T STOP OPENING THE FILE AND READING IT TO THE END ON MY IPAD!'*

# INTRODUCTION

I INVENTED THE  
*IPHONEBOOK* BECAUSE I  
NOW SPEND SO MUCH TIME  
LOOKING AT THE SCREEN  
OF MY IPHONE ... AND  
PROBABLY SO DO YOU.

**THE MAIN DESIGN  
FEATURES OF THE  
IPHONEBOOK ARE  
*CONVENIENCE  
AND ACCESS.***

**THESE BOOKS  
ARE EASY TO READ  
AND EASY TO LOAN.**

**MY IPHONEBOOKS ARE  
CONVENIENT BECAUSE  
THEY'RE MUCH SHORTER  
BOOKS WITH LESS WORDS  
PER PAGE AND SO  
THEY ARE A QUICK READ  
ON YOUR IPHONE SCREEN.**

**THEY'RE EASY TO LOAN  
AND PASS ON BY EMAIL  
TO FAMILY, FRIENDS  
AND COLLEAGUES.**

**THEY ALSO HAVE THE  
VIRTUE OF BEING FREE!**

***GE x10* IS A QUICK  
INTRODUCTION TO  
x10 THINKING.**

**IT'S ABOUT THE **WHY**,  
**HOW** AND **WHO** OF  
x10 THINKING.**

PART ONE IS **WHY**  
YOU NEED X10 THINKING.

PART TWO IS ABOUT  
**HOW** TO GET STARTED  
WITH X10 THINKING.

PART THREE IS ABOUT  
JACK WELCH OF GE  
**WHO** REALLY PUT X10 THINKING  
ON THE GLOBAL MAP WITH  
'BOUNDARYLESSNESS',  
HIS PERSONAL X10 THINKING  
IDEA AT GE!



# PART ONE

## WHY X10 THINKING?

**PAGE ONE**

**THE MOST DIFFICULT FEAT  
OF HUMAN THINKING IS TO  
ESCAPE FROM THE BOX  
OF OUR OWN LOGIC.**

## PAGE TWO

ESCAPING FROM OUR BOX  
CAN BE SO DIFFICULT THAT  
MOST PEOPLE SIMPLY  
CANNOT DO IT MOST OF  
THE TIME.

FOR SOME THINKERS IT  
CAN TAKE TEN YEARS OR  
MORE TO ESCAPE FROM  
THEIR THINKING BOX.

OTHERS CAN TAKE A  
LIFETIME.

THERE ARE THOSE WHO  
NEVER DO.

## **PAGE THREE**

**THE SKILL OF THOUGHT  
LEADERSHIP IS TO THINK  
OUTSIDE YOUR OWN BOX.**

**IT'S TO ESCAPE FROM  
BOX THINKING TO SEE  
MORE OF REALITY.**

**THIS IS THE VERY  
PHYSICS OF THINKING.**

**PAGE FOUR**

**WHO INVENTED BOX  
THINKING?**

**BOX THINKING WAS  
INVENTED AROUND 2500  
YEARS AGO.**

**THE INVENTOR WAS  
ARISTOTLE.**

**HE WAS A GREEK THINKER  
WHO STUDIED UNDER  
PLATO FOR TWENTY YEARS.**

**PAGE FIVE**

**BOX THINKING IS A  
METHOD OF THINKING THAT  
RELIES ON WORDS.**

**IT NEEDS THE CERTAINTY  
OF WORDS TO WORK.**

**IT'S LOGICAL.**

**IT'S BAD PHILOSOPHY.**

**PAGE SIX**

**BOX THINKING USES  
WORDS AS LABELS. IT  
USES THESE LABELS TO  
SORT EVERYTHING INTO  
THE 'CORRECT' BOXES.**

## **PAGE SEVEN**

**TO COPE WITH THE  
CHAOTIC JUMBLE OF  
EVERYDAY REALITY AND  
THE HARSH INDIFFERENT  
RANDOMNESS OF EVENTS  
ARISTOTELIAN BOXES  
ARE CREATED AND VERBAL  
THOUGHTS ARE LABELLED  
AND THEN PUT IN THE  
MATCHING BOX.**

**BAD PHILOSOPHY.**



## **PAGE EIGHT**

**FOR EXAMPLE, ARISTOTLE  
TOOK THE RANDOM THING  
OF GOVERNMENT AND HE  
BOXED IT INTO ORDERED  
CATEGORIES:**

**CONSTITUTIONAL,  
TYRRANICAL,  
MONARCHY,  
ARISTOCRACY,  
OLIGARCHY,  
DEMOCRACY.**

**PAGE NINE**

**EVEN TODAY IN AUSTRALIA  
PEOPLE ARE STILL  
DISCUSSING WHICH  
ARISTOTELIAN BOX TO  
CHOOSE FROM:  
*MONARCHY OR REPUBLIC?***

**BAD PHILOSOPHY!**

**IT'S AS IF THEY WERE  
THE ONLY OPTIONS.**

## PAGE TEN

ARISTOTLE LOVED HIS  
BOXES. HE WAS QUITE  
ANAL ABOUT EVERYTHING.  
HE CRAVED ORDER.

IN ARISTOTLE'S LYCEUM  
EVERYTHING WAS COVERED  
BY RULES, RULES, RULES.

THE LIVING  
ARRANGEMENTS, THE  
STUDY COURSES, THE  
TIMETABLES WERE ALL  
DOMINATED BY RULES AND  
REGULATIONS.

BAD PHILOSOPHY.

## PAGE ELEVEN

FOR ARISTOTLE, JUST  
THINKING WAS NOT GOOD  
ENOUGH.

NO, YOU HAD TO DO BOX  
THINKING. YOU HAD TO  
THINK LOGICALLY.

LOGIC IS NARROWLY  
OBSESSED WITH HUNTING  
DOWN CONTRADICTIONS.

IN LOGIC, A THING CANNOT  
BE IN BOX A AND BOX  
NOT-A AT THE SAME TIME.

NO, IT MUST BE SORTED  
AND CLASSIFIED INTO THE  
'CORRECT' BOX.

## PAGE TWELVE

TO MAKE MORE BOXES  
ARISTOTLE GOT BUSY  
BREAKING EVERYTHING UP  
INTO SUBJECTS LIKE:  
POLITICS, ETHICS,  
RHETORIC (SPEECH-  
MAKING), METAPHYSICS,  
PHYSICS, BIOLOGY,  
METEOROLOGY ETC.

## PAGE THIRTEEN

FINALLY, HE DEVELOPED  
HIS VERY OWN THINKING  
SOFTWARE CALLED LOGIC.

ARISTOTLE INVENTED A  
REAL THINKING APP  
CALLED THE *SYLLOGISM*.

IN EARLIER BOOKS I HAVE  
CALLED IT ARISTOTLE'S  
SILLY SYLLOGISM.

WHY?

BECAUSE IT LACKS WISDOM  
AND COMMON-SENSE.

## PAGE FOURTEEN

HIS MENTOR PLATO HAD  
ALREADY INVENTED THE  
IDEA OF 'TRUTH' AND SO  
ARISTOTLE BECAME A  
PASSIONATE AND  
OBSESSIVE TRUTH FREAK.

HIS SYLLOGISM STARTS  
WITH A LOCAL TRUTH.  
THEN THE THINKER SIMPLY  
MATCHES UP ITEMS THAT  
COME ALONG AND  
... CA-CHING ...  
OUT COMES THE  
CONCLUSION.

SIMPLE REALLY.  
AND VERY SILLY.

**PAGE FIFTEEN**

**FIRST EXAMPLE:**

**LOCAL TRUTH:**

**SWANS ARE WHITE**

**ITEM:**

**THIS IS A SWAN**

**LOGICAL CONCLUSION:**

**THEREFORE IT IS WHITE**



**PAGE SIXTEEN**

**SECOND EXAMPLE:**

**LOCAL TRUTH**  
**SALESPEOPLE TELL LIES**

**ITEM:**  
**AMY IS A SALESPERSON**

**LOGICAL CONCLUSION:**  
**THEREFORE AMY IS LYING**

**PAGE SEVENTEEN**

**THIRD EXAMPLE:**

**TRUTH:**

**OUR CHURCH IS THE RIGHT  
CHURCH**

**ITEM:**

**YOU ARE NOT A MEMBER**

**LOGICAL CONCLUSION:**

**THEREFORE YOU ARE WRONG**

**(THIS WAS THE LOGIC OF THE FRENCH  
AND SPANISH INQUISITIONS)**

**PAGE EIGHTEEN**

**FOURTH EXAMPLE:**

**LOCAL TRUTH:  
THE EARTH IS FLAT**

**ITEM:  
FLATNESS HAS AN EDGE**

**LOGICAL CONCLUSION:  
THEREFORE YOU WILL FALL OFF  
THE EDGE IF YOU GO TOO FAR  
FROM THE SHORE**

**PAGE NINETEEN**

**FIFTH EXAMPLE:**

**LOCAL TRUTH:  
THE PRESIDENT IS THE LAW**

**ITEM:  
THE PRESIDENT DID SOMETHING**

**LOGICAL CONCLUSION:  
THEREFORE IT IS LEGAL**

**(THIS WAS NIXON'S LOGIC BOX)**

**PAGE TWENTY**

**SIXTH EXAMPLE:**

**TRUTH:**

**A BOSS'S OPINION IS BEST**

**ITEM:**

**YOU ARE NOT A BOSS**

**LOGICAL CONCLUSION:**

**SO WHEN WE WANT YOUR OPINION  
WE'LL GIVE IT TO YOU**

**BAD PHILOSOPHY.**

## PAGE TWENTY-ONE

ARISTOTLE WAS A HUMAN  
FILING CABINET. HE LOVED  
MAIL-SORTING. THIS GOES  
HERE AND THAT GOES  
THERE.

HE YEARNED FOR THE  
ORDER THAT HIS  
CLASSIFICATIONS BROUGHT  
TO HIS IDEAS AND HIS  
THOUGHTS.

HE ASSUMED THAT THE  
SAME ORDER THAT HE  
FOUND HE COULD IMPOSE  
ON WORDS AND LANGUAGE  
COULD ALSO BE IMPOSED  
ON THE REAL WORLD.

MANY HAVE MADE THE  
SAME MISTAKE.

## PAGE TWENTY-TWO

ARISTOTLE'S COGNITIVE  
OPERATING SYSTEM, *LOGIC*,  
HAS DOMINATED WESTERN  
EDUCATION FOR TOO LONG.

HOW COME WE STILL THINK  
THIS WAY 2500 YEARS  
AFTER ARISTOTLE JOINED  
SOCRATES AND PLATO ON  
MOUNT OLYMPUS?

HOW COME THIS ANCIENT  
BRAIN SOFTWARE HAS  
SURVIVED SO LONG?

WHO KEPT IT ALIVE?

WHO SPREAD IT AROUND?

WHO PROGRAMMED IT INTO  
YOUR BRAIN?

## PAGE TWENTY-THREE

OF COURSE, IT REALLY  
DOES HAVE TO BE SAID  
THAT ARISTOTLE MADE A  
GREAT CONTRIBUTION TO  
THINKING THAT WAS  
NEEDED IN HIS TIME.

HE WAS NO VILLAIN.

MY AIM IS TO POINT OUT  
HOW THE USE OF *LOGIC*  
HAS BEEN SUBSEQUENTLY  
AND OFTEN RUTHLESSLY  
IMPOSED BY AUTHORITIES,  
AND VESTED INSTITUTIONS  
OVER 2500 YEARS.



## PAGE TWENTY-FOUR

WELL NOW, WHEN IT CAME  
TO THE SPREADING OF  
ARISTOTLE'S LOGIC  
THINKING SOFTWARE  
NO ONE WAS MORE  
SUCCESSFUL THAN THE  
NEAPOLITAN NOBLEMAN,  
THOMAS AQUINAS.

IN THE MID 13<sup>TH</sup> CENTURY,  
THOMAS DISCOVERED A  
NEW TRANSLATION OF  
ARISTOTLE AND SET OUT  
TO SYNTHESIZE  
ARISTOTELIAN IDEAS IN  
SUCH A WAY THAT IT WAS  
USEFUL FOR DEFENDING  
THE BOUNDARIES OF  
'THE TRUTH'.

**'THE TRUTH', PROCLAIMED  
THOMAS, WAS THE  
TEACHINGS OF THE  
CHURCH. HIS CHURCH.**

**AS IT HAPPENED, THOMAS'  
CHURCH WAS ALREADY AN  
INFORMATION MONOPOLY.**

**ALL EUROPEAN  
UNIVERSITIES HAD BEEN  
ESTABLISHED AND WERE  
RUN BY THE CHURCH WITH  
ITS HEAD OFFICE IN ROME.**

## PAGE TWENTY-SIX

THE VATICAN LITERALLY OWNED ALL OF KNOWLEDGE AND WAS BUSILY PACKAGING THE CONTENT AND EXPORTING ITS PROPRIETARY EDUCATION SYSTEM GLOBALLY.

THE POWERFUL BUT FLAWED THINKING SOFTWARE, *LOGIC*, WAS THE COGNITIVE OPERATING SYSTEM THAT WAS EMBEDDED IN THIS EDUCATION ENTERPRISE.

THIS WAS THANKS TO THOMAS AQUINAS ALSO KNOWN AS THE 'ANGELIC DOCTOR' OF THE CHURCH.

THIS GLOBAL EDUCATIONAL  
ENTERPRISE AMOUNTED TO  
PROGRAMMING BRAINS  
WITH WHAT THE CHURCH  
TAUGHT – *VERBATIM* – AND  
REPEATING IT BACK AGAIN  
... WITHOUT ERROR!

LOGIC, AS WE HAVE SEEN,  
IS VERY GOOD AT HUNTING  
DOWN CONTRADICTIONS OR  
'MISTAKES'.

**PAGE TWENTY-EIGHT**

**SCHOLARSHIP WAS  
REDUCED TO MERE  
DEFENSE OF VATICAN  
TEACHINGS, WHICH WERE  
KNOWN COLLECTIVELY AS –  
‘THE TRUTH’.**

**PAGE TWENTY-NINE**

**IN THOMIST ARISTOTELIAN  
NEUROWARE, THE LOGIC  
OPERATING SYSTEM  
WORKED LIKE THIS:**

**LOCAL TRUTH:  
VATICAN TEACHINGS ARE  
'THE TRUTH'.**

**ITEM:  
USING LOGIC TO MATCH  
THINGS UP WE ASK:  
DOES ITEM MATCH  
TRUTH?**

**LOGICAL CONCLUSION:  
IF YES, THEN IT'S RIGHT.  
IF NO, THEN IT'S WRONG.**

**BAD PHILOSOPHY.**

## PAGE THIRTY

THOMIST ARISTOTELIAN  
DOCTRINE COULD SHOW UP  
ANY CONTRADICTIONS.

IT COULD SHOW IF A  
POINT-OF-VIEW DID NOT  
EXACTLY MATCH 'THE  
TRUTH' AND THEREFORE  
IT WAS HERESY.

CUT OUT THEIR TONGUES!  
CRANK UP THE RACK!  
GET THE BRANDING IRON!  
OFF TO THE STAKE!

THE LOGICAL WORK OF THE  
INQUISITION STILL SENDS  
SHIVERS UP MY SPINE.

## **PAGE THIRTY-ONE**

**SINCE AQUINAS IMBEDDED  
ARISTOTLIAN LOGIC INTO  
THE VATICAN EDUCATION  
SYSTEM GRECO-ROMAN  
LOGIC HAS BECOME THE  
MAIN THINKING SOFTWARE  
OF WESTERN CIVILIZATION,  
WHEREVER IT HAS BEEN  
EXPORTED.**

**‘THE TRUTH’ (EMBEDDED  
WITH LOGIC) WAS  
PROSELYTISED TO ALL  
CORNERS OF THE EARTH  
WITH MISSIONARY ZEAL.**

**IN FACT, THE WESTERN  
EDUCATION SYSTEM MAY  
WELL BE EUROPE’S MOST  
SUCCESSFUL EXPORT EVER.**



**PAGE THIRTY-TWO**

**AUSTRALIA IS A GOOD  
EXAMPLE. ALTHOUGH  
GEOGRAPHICALLY IN  
SOUTH EAST ASIA,  
AUSTRALIA HAS  
CULTURALLY BEEN PART OF  
EUROPE FOR THE PAST  
200 YEARS.**

**AT THAT TIME, ALONG WITH  
RABBITS, THE WESTERN  
EDUCATION SYSTEM WAS  
EXPORTED INTO  
AUSTRALIA.**

**IT WENT VIRAL!**

**PAGE THIRTY-THREE**

**EVEN TODAY WE STILL  
SEND VERY YOUNG  
CHILDREN TO SCHOOL AND  
INFECT THEIR BRAINS WITH  
GRECO-ROMAN LOGIC.**

**WE STILL TELL CHILDREN  
THAT LIFE SIMPLISTICALLY  
IS TO BE SORTED INTO  
RIGHT AND WRONG.**

**AND ALL THEY HAVE TO DO  
IS AVOID 'MISTAKES' AND  
CONTRADICTIONS AND TO  
GET THE RIGHT ANSWER.**

**AND ALL WILL BE OK.**

**PAGE THIRTY-FOUR**

**BUT THINGS ARE  
CHANGING IN ROME.**

**THE WISE AND GENEROUS  
LATERAL THINKER, POPE  
FRANCIS, SAYS:**

***"PROSELYTISM IS SOLEMN  
NONSENSE, IT MAKES NO  
SENSE. WE NEED TO GET  
TO KNOW EACH OTHER,  
LISTEN TO EACH OTHER  
AND IMPROVE OUR  
KNOWLEDGE OF THE WORLD  
AROUND US."***

**GOOD PHILOSOPHY.**

## **PAGE THIRTY-FIVE**

**THINGS ARE CHANGING  
IN AUSTRALIA, TOO.**

**SINCE WORLD WAR II  
AUSTRALIA HAS BECOME  
LESS EUROCENTRIC AND  
MORE EURO-ASIAN.**

**TODAY, AUSTRALIA IS A  
MULTI-CULTURAL SOCIETY.**

**ACCORDINGLY, MEDIEVAL  
'UNIQUE RIGHTNESS' HAS  
BECOME A FAR LESS  
USEFUL COGNITIVE ASSET  
TO YOUNG AUSTRALIANS  
THAN 'CURIOSITY AND  
DIVERSITY'.**

## **PAGE THIRTY-SIX**

**TODAY, AUSSIE KIDS ARE  
LESS INTERESTED IN  
DEFENDING THE SHARP  
BOUNDARIES OF MEDIEVAL  
EUROPEAN TRUTHS AND  
MORE INTERESTED IN  
DESIGNING NEW FUZZY  
AUSSIE TRUTHS THAT ARE  
USEFUL AND RELEVANT TO  
LIFE IN THE THIRD  
MILLENNIUM.**

**GOOD PHILOSOPHY.**

# PART TWO

## HOW TO DO X10 THINKING

**x10**  
x10thinking



### **x10 Thinking is:**

- A powerful lateral thinking tool
- A corporate service that is 100% online
- A bottom up approach that liberates innovation

PAGE THIRTY-NINE

WE CAN NOW TURN ON THE  
SWITCH.

SWITCH!

FROM FLAT EARTH  
TO ROUND EARTH.

JUST LIKE COLUMBUS.

THE SWITCH IS THE  
UNIVERSAL BRAIN  
SOFTWARE KNOWN AS

*CVS2BVS.*



## PAGE FORTY

THE SWITCH IS THE  
SIMPLEST AND FASTEST  
KEY TO BETTER THINKING.

**CVS2BVS** IS A POWERFUL  
PERCEPTION SWITCH.

IT'S ALSO POPULARLY  
KNOWN WORLDWIDE,

AS

**CVS TO BVS.**

## PAGE FORTY-ONE

**CVS2BVS** IS BRAIN  
SOFTWARE THAT ALLOWS  
YOU, THE BRAINUSER,  
TO THINK  
OUTSIDE THE BOX.

OUTSIDE *YOUR* BOX.

THE UNIVERSAL BRAIN  
SOFTWARE ALSO ALLOWS  
THE BRAINUSER TO SWITCH  
FROM ONE PARALLEL  
UNIVERSE TO ANOTHER.

IT EMPOWERS YOU TO  
ESCAPE THE BOUNDARIES  
OF CERTAINTY AND  
EXPLORE THE *COGNOS*,  
THE MULTIVERSE OF  
THINKING.

**PAGE FORTY-TWO**

**JUST FLIP THE SWITCH!**

**CVS2BVS**

**THE UNIVERSAL BRAIN  
SOFTWARE**

**CURRENT VIEW SITUATION  
TO  
BETTER VIEW SITUATION**

**CURRENT VIEW SITUATION  
TO  
BETTER VIEW SITUATION**

**CURRENT VIEW SITUATION  
TO  
BETTER VIEW SITUATION**

**CURRENT VIEW SITUATION  
TO  
BETTER VIEW SITUATION**

**CURRENT VIEW SITUATION  
TO  
BETTER VIEW SITUATION**

**PAGE FORTY-THREE**

**CVS2BVS IS THE  
SCHOOL OF THINKING'S  
PREMIUM BRAIN SOFTWARE  
PRESENTED TO YOU IN  
THIS BOOK.**

**THE BRAIN SOFTWARE  
IS REPRESENTED  
BY THE CODE:**

**CVS TO BVS**

**OR**

**CVS2BVS.**

**CVS TO BVS** IS ALSO THE  
MOST POWERFUL BRAIN  
SOFTWARE AND IS  
NECESSARILY SO.

**CVS TO BVS** WORKS WELL  
IN BOTH ANIMAL AND  
MACHINE BRAINS.

YOU CAN TEACH **CVS2BVS**  
TO YOUR PUPPY, YOUR  
TODDLER OR YOUR LAPTOP.

IT'S ALL UP TO YOU.

## PAGE FORTY-FIVE

IN HUMANS, FOR EXAMPLE,  
**CVS2BVS** ENABLES THE  
BRAINUSER TO UPGRADE  
FROM GRECO-ROMAN  
LOGIC, THE CURRENT AND  
TRADITIONAL THINKING  
SOFTWARE.

THE **CVS2BVS** SWITCH  
ENABLES YOU TO CHANGE  
COGNITIVE PATTERNS  
ON COMMAND.

## PAGE FORTY-SIX

**CVS2BVS** ALLOWS YOU,  
WHEN INNOVATION IS  
NECESSARY, TO GO  
BEYOND THE BOUNDARIES  
OF CRITICAL, JUDGMENTAL  
GRECO-ROMAN THINKING.

FROM **CVS** TO **BVS**.

IT LAUNCHES YOU OUT OF  
YOUR OWN LOGIC BOX.

**CVS2BVS** IS A BRAIN APP  
FOR HUMAN INTELLIGENCE.

**PAGE FORTY-SEVEN**

**FOR OVER 30 YEARS  
CVS2BVS HAS BEEN USED  
BY PRINCES, PRESIDENTS  
AND PRIME-MINISTERS  
AROUND THE WORLD.**

**BY OLYMPIC CHAMPIONS,  
SCIENTISTS, SOLDIERS,  
SALESMEN, PARENTS,  
TEENAGERS AND KIDS.**



## PAGE FORTY-EIGHT

JACK WELCH, CHAIRMAN  
OF GENERAL ELECTRIC,  
WAS THE MOST HIGH-  
PROFILE **CVS2BVS**  
BUSINESS ADVOCATE IN  
THE US IN THE 80s.

JACK SAID:  
*'I WOULD LOVE TO HAVE  
A MANAGEMENT TEAM  
THAT REALLY UNDERSTOOD  
**CVS2BVS** BECAUSE IT'S  
THE "VALUE ADDED"  
ROLE IN THE  
MANAGEMENT PROCESS'.*

GOOD PHILOSOPHY.

## PAGE FORTY-NINE

MORE THAN 500 YEARS  
AGO ONE OF HISTORY'S  
GREATEST EVER LATERAL  
THINKERS, CHRISTOPHER  
COLUMBUS, SET SAIL.

THE TALAVERA  
COMMISSION HAD  
REPORTED TO QUEEN  
ISABELLA ON COLUMBUS'  
IDEA – TO REACH JAPAN IN  
THE EAST BY SAILING  
WEST AND TO DISCOVER  
OTHER LANDS EN ROUTE –  
THAT THE ADVENTURE WAS  
'UNCERTAIN AND  
IMPOSSIBLE TO ANY  
EDUCATED PERSON'.

## PAGE FIFTY

THEY TOLD THE QUEEN  
THAT THE PROPOSED  
VOYAGE WOULD TAKE  
THREE YEARS.

EVEN IF THE SHIPS COULD  
RETURN, WHICH WAS  
HIGHLY UNLIKELY, THE  
COMMISSION REPORTED  
COLUMBUS' IDEA WOULD  
BE A WASTED EXPEDITION,  
'FOR GOD WOULD SURELY  
NOT HAVE ALLOWED ANY  
UNINHABITED LAND OF  
REAL VALUE TO BE  
CONCEALED FROM HIS  
PEOPLE FOR SO MANY  
CENTURIES'.

## **PAGE FIFTY-ONE**

**THE EXPERTS SCORNE  
HIS PROJECT. BUT  
COLUMBUS DID SET SAIL.**

**THIRTY-THREE DAYS LATER  
HE DISCOVERED HALF THE  
WORLD!**

**ALTHOUGH SOME DISPUTE  
THE HISTORY, I HAVE  
ALWAYS THOUGHT THAT  
COLUMBUS WAS A VERY  
CLEVER BRAINUSER  
BECAUSE HE MADE  
A VERY BIG SWITCH.**

## PAGE FIFTY-TWO

BASED SOLELY ON THEIR  
OWN ACCUMULATED  
EXPERIENCE, THE EXPERTS  
POINTED OUT THAT THE  
ADMIRAL'S MISSION WAS  
HARDLY A LOGICAL ONE  
BECAUSE HIS MATHS  
WERE WRONG  
(WHICH THEY WERE).

SO IF HIS MATHEMATICS  
WERE WRONG, THEREFORE  
COLUMBUS WAS WRONG.

THE COMMISSIONERS  
WERE CERTAIN  
OF THEIR LOGIC.

**YET IF ALL OUR THINKING  
AND ACTIONS WERE BASED  
ONLY ON THE 'UNIQUE  
RIGHTNESS' OF OUR OWN  
EXPERIENCE, THEN  
PROGRESS WOULD BE  
SLOW OR IMPOSSIBLE.**

**THERE COULD BE NO  
ROOM FOR EXPERIMENTS,  
INSIGHT, QUANTUM LEAPS,  
OUTSIDE-THE-BOX  
THINKING, AHA! OR  
THE EUREKA  
PHENOMENON.**

**THERE COULD BE NO ROOM  
FOR HUMOR. THERE COULD  
BE NO ROOM FOR  
SURPRISE. THERE COULD  
BE NO ROOM FOR RISK.  
THERE COULD BE NO ROOM  
TO BE WRONG. THERE  
COULD BE NO ROOM FOR  
HUMILITY.**

**BAD PHILOSOPHY.**

## **PAGE FIFTY-FIVE**

**SOMETIMES, EXPERTS USE  
THEIR EXPERIENCE NOT  
TO EXPLORE THE FUTURE  
BUT MERELY TO  
PROTECT THE PAST.**

**MANY AN EXPERT ARRIVES  
AT A SITUATION AND  
FORMS AN INSTANT  
JUDGMENT.**

**THIS QUICK JUDGMENT IS  
BASED ON HIS OR HER  
UNIQUE NEURO WIRING, HIS  
PERSONAL ENTITLEMENTS,  
HER VALUES, HIS MOOD,  
HER AGENDA, THEIR  
EXPECTATIONS  
AND OTHER FACTORS.**



## **PAGE FIFTY-SIX**

**IT SEEMS THAT THE MORE  
EXPERT THINKERS ARE,  
THE BETTER THEY ARE  
ABLE TO DEFEND THEIR  
POINT-OF-VIEW, TO  
ARTICULATE THEIR OWN  
LOGIC BOX.**

**SO THEY GET TRAPPED IN  
IT BY THEIR VERY OWN  
EXPERTISE.**

**THEY CANNOT ESCAPE  
THEIR CVS, THEIR  
CURRENT VIEW OF THE  
SITUATION.**

**PAGE FIFTY-SEVEN**

**NOW I KNOW THIS NEVER  
HAPPENS TO YOU, DEAR  
BRAINUSER, (WINK!) BUT  
YOU'VE PROBABLY SEEN  
OTHER PEOPLE FALL INTO  
THIS HOLE.**

**AND, IT'S A VERY  
DANGEROUS HOLE  
TO FALL INTO.**

## PAGE FIFTY-EIGHT

TO HELP YOU AVOID THIS  
HOLE, WE USE A POWERFUL  
BUT SIMPLE SWITCH  
CALLED **CVS-TO-BVS**.

THE SWITCH IS SIMPLY A  
NEUROWARE DEVICE FOR  
PROGRAMMING YOUR  
SHORT-TERM MEMORY.

IT TAKES JUST ONE  
SECOND TO USE THIS  
SWITCH, TO SAY TO  
YOURSELF ...

**CVS-TO-BVS.**

## **PAGE FIFTY-NINE**

**MANY THINKERS AROUND  
THE WORLD ARE USING  
THIS SWITCH TODAY.**

**IF YOU PRACTICE THIS  
SWITCH FOR TEN DAYS IT  
WILL BECOME A HABIT AND  
A PERMANENT PIECE OF  
NEUROWARE IN YOUR OWN  
NECKTOP COMPUTER.**

**AFTER TEN DAYS, YOU'LL  
HAVE IT FOREVER.**

**A MUCH BETTER APP FOR  
USING INTELLIGENCE.**

# PAGE SIXTY

THE CURRENT VIEW OF THE SITUATION  
CAN NEVER BE EQUAL TO  
THE BETTER VIEW OF THE SITUATION  
 $CVS \neq BVS$

**JUST THINK ABOUT THAT  
FOR TEN SECONDS.**

**THIS IS THE  
FIRST LAW OF THINKING.**

THE CURRENT VIEW OF THE SITUATION  
CAN NEVER BE EQUAL TO  
THE BETTER VIEW OF THE SITUATION  
 $CVS \neq BVS$

# PAGE SIXTY-ONE

THE CURRENT VIEW OF THE SITUATION

CAN NEVER BE EQUAL TO

THE BETTER VIEW OF THE SITUATION

CVS  $\neq$  BVS

SEE IF IT MAKES ANY  
SENSE TO YOU AND  
WHETHER YOU CAN  
EMBRACE THIS LAW OR  
WHETHER YOU CANNOT.

SAY IT TO YOURSELF  
OUT LOUD AND SEE HOW  
YOU REACT TO IT.

# PAGE SIXTY-TWO

THE CURRENT VIEW OF THE SITUATION

CAN NEVER BE EQUAL TO

THE BETTER VIEW OF THE SITUATION

CVS  $\neq$  BVS

**DO YOU HAVE ANY  
TROUBLE WITH THIS LAW?**

**THIS IS REALLY THE MOST  
IMPORTANT LAW FOR  
THINKING.**

**THE MORE YOU CAN BRING  
CONVICTION INTO THIS,  
THE MORE IT WILL WORK  
FOR YOU.**

# PAGE SIXTY-THREE

THE CURRENT VIEW OF THE SITUATION  
CAN NEVER BE EQUAL TO  
THE BETTER VIEW OF THE SITUATION

CVS  $\neq$  BVS

TO SIMPLIFY THIS, YOU  
SIMPLY SAY TO YOURSELF:

A CVS CAN NEVER BE  
EQUAL TO A BVS

OR

CVS  $\neq$  BVS



## **PAGE SIXTY-FOUR**

**MEASUREMENT IS A VERY  
IMPORTANT SKILL FOR THE  
BRAINUSER TO DEVELOP.**

**LET'S LOOK AT UNITS OF  
MEASUREMENT.**

**IT'S VERY HELPFUL, WHEN  
TRYING TO MEASURE  
THINGS, TO HAVE A UNIT  
OF MEASUREMENT.**

**HAVING A BASIC UNIT OF  
MEASUREMENT MEANS YOU  
CAN KEEP SCORE AND  
THEN COMPARE ONE SCORE  
AGAINST ANOTHER.**

## PAGE SIXTY-FIVE

FOR EXAMPLE, THE WHOLE  
METRIC SYSTEM USES A  
NUMBER OF UNITS OF  
MEASUREMENT BASED  
ON THE DECIMAL  
(OR 10) SYSTEM.

WE HAVE METERS, LITERS,  
DOLLARS AND GRAMS.

SO, IF YOU WANT TO  
MEASURE HOW FAR YOU  
HAVE TO TRAVEL TO WORK,  
YOU CAN DO SO, AND THE  
ANSWER MAY BE 10  
METERS IF YOU WORK AT  
HOME IN SAN FRANCISCO  
OR 10 KILOMETERS  
IF YOU DON'T.

**YOU CAN USE DOLLARS TO  
FIGURE COSTS AND  
OVERHEADS AND TO HELP  
CONTROL THEM AND BRING  
THEM DOWN.**

**YOU CAN ALSO USE  
DOLLARS TO FIGURE  
REVENUES AND SALES  
RESULTS AND HELP MOVE  
THEM UP.**

**THE MORE YOU CAN BRING  
METRICS TO YOUR JOB  
THE MORE YOU CAN  
TAKE CONTROL .**

**THE MORE YOU CAN  
DESIGN MEASUREMENTS  
TO ASPECTS OF YOUR JOB,  
THE MORE INTERESTING  
YOUR JOB BECOMES TO  
YOU EVERY DAY.**

**PAGE SIXTY-EIGHT**

**WHAT THINGS CAN YOU  
MEASURE IN YOUR JOB?**

**COSTS:  
ELIMINATIONS, REDUCTIONS  
OR INCREASES?**

**ACCIDENTS/SAFETY:  
LOWER OR HIGHER?  
SALES CALLS – MORE OR  
LESS?**

**DELIVERY TIMES:  
LONGER OR SHORTER?**

**WASTAGE:  
LESS OR MORE?**

**INDUSTRIAL DISPUTES:  
FEWER OR MORE OFTEN?**

## PAGE SIXTY-NINE

IN THE LAST FEW PAGES,  
WE'VE ALREADY SEEN THAT  
A CVS CAN NEVER BE  
EQUAL TO A BVS.

SO, WHAT EXACTLY  
IS A BVS?

A BVS IS A DECIMAL  
OF A CVS.

A CVS IS ALSO  
A DECIMAL OF A BVS.

IN OTHER WORDS, THEY  
ARE RELATED BY  
POWERS OF TEN.

## **PAGE SEVENTY**

**SOMETIMES A BVS  
IS TEN TIMES SMALLER  
THAN A CVS.**

**OTHER TIMES IT IS  
TEN TIMES GREATER.**

**FROM EXPERIENCE, IT IS  
USUALLY THE LATTER,  
BUT NOT ALWAYS.**

**BY DECIMALIZING (YES, IT  
IS A WORD) THINKING  
WE ARE INTRODUCING  
MEASUREMENT INTO  
THE BRAIN SOFTWARE.**

**WE GET MORE CONTROL  
OF OUR ATTENTION SPAN.**

THE SWITCH NOW  
BECOMES A MORE USEFUL  
BRAIN APP.

REMEMBER, THE SWITCH  
IS DECIMAL.

WE USE THE NUMBER TEN  
TO DIGITIZE THINKING.

THE DELIBERATE  
AND HABITUAL USE  
OF THE NUMBER 10  
IS CALLED *TENPOWER*.

$$BVS = CVS \times 10$$



## PAGE SEVENTY-TWO

THE KEY TO THE USE  
OF THIS POWERFUL  
PERCEPTION SWITCH

– **CVS2BVS** –

IS THE DELIBERATE EFFORT  
ONE MAKES TO NOTICE THE  
BVS THAT IS TEN TIMES  
BETTER THAN THE CVS.

**CVS x 10 = BVS**

SO, FOR EXAMPLE,  
IF YOUR CVS IS \$1  
THEN A BVS IS \$10  
(OR IT COULD BE 10  
CENTS, IF YOU OWED  
SOMEONE \$1).

**BVS = CVS x 10**

## PAGE SEVENTY-THREE

IF THE CVS IS ON ONE LEVEL, THEN THE BVS CAN BE FOUND ON A LEVEL THAT IS TEN TIMES BETTER THAN THE CVS.

TEN TIMES BETTER MAY BE TEN TIMES MORE, OR TEN TIMES LESS, OR TEN UNITS FORWARD OR TEN UNITS BACKWARDS.

IT'S THE DELIBERATE USE OF TENPOWER, AS A PROVOCATION TO GET YOU TO ESCAPE FROM YOUR CURRENT POSITION, YOUR CVS BOX.

**PAGE SEVENTY-FOUR**

**CVS x 10 = BVS**

**WITH PRACTICE,  
THE 'TEN TIMES' OR X10  
PART OF THE SWITCH  
JUST BECOMES  
EASIER AND EASIER.**

**THIS IS WHAT X10 OR  
TENPOWER IS ALL ABOUT.**

**REMEMBER,  
MATHEMATICALLY, THERE  
ARE ALWAYS MILLIONS OF  
POSSIBLE OPTIONS  
(LITERALLY!) BUT YOU  
MUST DELIBERATELY LOOK  
FOR THEM TO SEE THEM.**

**CVS2BVS**

**PAGE SEVENTY-FIVE**

**TENPOWER HELPS YOU  
TO SWITCH  
PATTERNS OF PERCEPTION.**

**THAT'S ALL.**

**WHILE IT IS NOT  
IMPORTANT THAT THE  
NUMBER TEN IS ALWAYS  
ACCURATELY USED,  
ITS USE IS A POWERFUL  
ESCAPE MECHANISM.**

**TAKE A LEAP  
OUT OF YOUR LOGIC BOX  
WITH TENPOWER.**

## PAGE SEVENTY-SIX

IN X10 THINKING  
RIGHTNESS IS NOT AS  
IMPORTANT AS MOVEMENT.

X10 THINKING, USING  
TENPOWER, ENABLES YOU  
TO MOVE THROUGH  
INFORMATION AT A RATE OF  
ACCELERATION NEVER  
BEFORE POSSIBLE WITH  
GRECO-ROMAN LOGIC.

AND, IN A RAPIDLY  
CHANGING WORLD,  
MOVEMENT TO A BETTER  
VIEWPOINT IS MUCH MORE  
IMPORTANT TO THE  
THINKER THAN DEFENSE OF  
A CURRENT VIEWPOINT.

## **PAGE SEVENTY-SEVEN**

**THE REASON FOR  
TENPOWER IS BECAUSE  
THERE ARE ALWAYS  
RISKS IN THINKING.**

**IT CAN BE RISKY LEAVING  
THE SAFETY OF A CVS  
TO GO OUT  
IN SEARCH OF A BVS.**

**IT CAN BE SCARY  
CROSSING THE BOUNDARY  
OF A CVS TO GO OUT  
IN SEARCH OF A BVS.**

**BUT IF THE REWARDS ARE  
GREAT AND WORTHWHILE,  
A TRUE QUANTUM LEAP,  
AN ORDER OF MAGNITUDE,  
THEN THE REWARD  
CAN PROVIDE  
ITS OWN MOTIVATION.**

**YOU CAN NOW CREATE THE  
DRIVE TO ESCAPE INERTIA  
TO MOVE TOWARDS A BVS.**

$$**BVS = CVS \times 10**$$

## PAGE SEVENTY-NINE

I NOW WANT TO DEVOTE A SEPARATE SECTION TO TENPOWER, THEREBY GIVING IT THE IMPORTANCE IT RICHLY DESERVES.

I WROTE THE BOOK ON X10 THINKING IN 2000 AFTER HAVING SPENT YEARS IN THE USA DEVELOPING AND APPLYING THE X10 TECHNIQUES IN GROUPS LIKE THE YPO AND COMPANIES LIKE IBM AND GENERAL ELECTRIC.

I CALLED THE BOOK:  
***THE X10 MEMEPLEX:***  
***MULTIPLY YOUR BUSINESS BY 10!***  
(PRENTICE HALL, 2000)  
ISBN 0724801111



## **PAGE EIGHTY**

### **WHAT IS TENPOWER?**

**TENPOWER IS THE HABIT,  
OR SKILL, OF USING THE  
POWERS OF TEN.**

**TENPOWER IS A BOOSTER  
MECHANISM FOR YOUR  
BRAIN SOFTWARE.**

## **PAGE EIGHTY-ONE**

**JUST LIKE ENZYMES THAT  
BOOST UP CHEMICAL  
REACTIONS OR ROCKETS  
THAT BOOST SPACE  
SHUTTLES, SO CAN  
TENPOWER BOOST YOUR  
BRAIN SOFTWARE AND  
GREATLY EMPOWER YOUR  
THINKING SKILLS.**

**TENPOWER IS ALL ABOUT  
USING X10 THINKING.**

**X10 THINKING  
IS ALSO CALLED  
'TENTIMES' THINKING  
OR 10X THINKING.**

ALFRED NORTH  
WHITEHEAD, THE ENGLISH  
MATHEMATICIAN, AND CO-  
AUTHOR WITH BERTRAND  
RUSSELL OF THE GREAT  
'PRINCIPIA MATHEMATICA',  
SAID THIS ABOUT ZERO:

*'THE POINT ABOUT ZERO IS  
THAT WE DO NOT NEED TO  
USE IT IN THE OPERATIONS  
OF EVERYDAY LIFE. NO ONE  
GOES OUT TO BUY ZERO  
FISH. IT IS IN A WAY THE  
MOST CIVILIZED OF ALL  
THE CARDINALS, AND ITS  
USE IS ONLY FORCED ON  
US BY THE NEEDS OF  
CULTIVATED MODES OF  
THOUGHT'.*

## PAGE EIGHTY-THREE

A ZERO MAY NOT SEEM  
LIKE MUCH.

IF YOU ADD IT TO  
OR SUBTRACT IT FROM  
ANOTHER NUMBER, IT  
MAKES NO DIFFERENCE  
AT ALL.

A ZERO BARELY EXISTS ...  
UNTIL ... YOU PUT A ZERO  
ON THE END OF ANOTHER  
NUMBER AND, *MIRABILE  
DICTU*, THAT NUMBER  
INCREASES TENFOLD!

THAT IS TENPOWER!

**PAGE EIGHTY-FOUR**

**EVEN THE EGYPTIANS HAD  
A SYMBOL FOR TENPOWER  
AND MAYBE THAT'S WHY  
THE PYRAMIDS ARE SO BIG.**

**X10 THINKING IS MOVING  
THROUGH THINK-SPACE,  
THE INFORMATION  
UNIVERSE, THE *COGNOS*,  
BY POWERS OF TEN.**

**TENPOWER CAN BE USED IN  
ANY DIRECTION -  
MOVING OUT, OUT, OUT  
OR MOVING IN, IN, IN.**

## PAGE EIGHTY-FIVE

FOR EXAMPLE,  
WITH TENPOWER  
YOU CAN MOVE FROM:

1 TO 10 TO 100 TO  
1000 TO 10000 TO  
100000 TO 1000000  
TO 10000000  
AND SO ON

OR FROM

1 TO .1 TO .01 TO .001  
TO .0001 TO .00001 TO  
.000001 TO .0000001,  
AND SO ON.

**THE OFFICIAL NUMBER OF  
THE SCHOOL OF THINKING  
IS 10!**

**THE HABIT OF TENPOWER  
IS THE HABIT OF  
USING THE NUMBER TEN,  
THE HABIT OF  
ADDING A ZERO,  
THE HABIT OF  
MULTIPLYING BY TEN.**

## PAGE EIGHTY-SEVEN

BY USING TENPOWER  
YOU WILL EQUIP  
YOUR NECKTOP COMPUTER  
-YOUR BRAIN-  
WITH A VERY POWERFUL  
BOOSTER WHICH WILL GIVE  
YOU AN UNFAIR SURVIVAL  
ADVANTAGE OVER OTHERS  
WHO ARE UNABLE  
TO USE TENPOWER  
WHEN NAVIGATING THEIR  
WAY THROUGH THE  
INFORMATION LANDSCAPE.



**WHERE TO USE  
TENPOWER?**

**YOU CAN USE TENPOWER  
ANYWHERE. THERE'S NO  
RIGHT OR WRONG PLACE TO  
USE TENPOWER.**

**SOME PEOPLE USE  
TENPOWER TO GET  
STARTED.**

**SOME USE TENPOWER FOR  
FITNESS, PRACTICING  
SKILLS AND DOING  
REPETITIONS.**

## **PAGE EIGHTY-NINE**

**YOU CAN USE TENPOWER  
TO SOLVE PROBLEMS, TO  
CREATE OPPORTUNITIES.**

**SCIENTISTS USE  
TENPOWER IN COMPUTING  
TO DELVE INTO THE  
MYSTERIES OF GENETICS  
AND HUMAN HISTORY.**

**WHO ELSE CAN USE  
TENPOWER?**

**WRITERS CAN USE  
TENPOWER TO ESCAPE  
WRITER'S BLOCK.**

**I USE TENPOWER IN  
TEACHING THINKING  
SKILLS.**

## **PAGE NINETY**

**BUSINESS PEOPLE USE  
TENPOWER TO PLAN  
AHEAD.**

**NGOs USE TENPOWER TO  
ADVANCE SOCIAL WELFARE.**

**STUDENTS USE TENPOWER  
TO DO THEIR RESEARCH.**

**PARENTS USE TENPOWER  
TO HELP IN FAMILY  
DISCUSSIONS.**

**WHERE CAN YOU USE  
TENPOWER TODAY?**

## PAGE NINETY-ONE

ADDING ON A ZERO IS A  
POWERFUL THING TO DO.

IT IS THE QUINTESSENTIAL  
PROVOCATION.

ITS PURPOSE IS TO  
PROVOKE MOVEMENT  
THROUGH THE *COGNOS*,  
THE UNIVERSE OF  
POSSIBLE THOUGHTS.

IT ALLOWS YOU TO  
ESCAPE, REALLY ESCAPE,  
FROM YOUR PRESENT  
POSITION.

## PAGE NINETY-TWO

IF YOU WANTED TO CLIMB A MOUNTAIN YOU MIGHT START FROM THE BOTTOM BUT THEN, WHEN YOU REACH THE SUMMIT, YOU SAY 'BOY! IF ONLY WE'D COME THAT WAY IT WOULD HAVE BEEN EASIER'.

THIS IS BECAUSE THE VIEW FROM THE TOP IS DIFFERENT FROM THE VIEW AT THE BOTTOM.

IF YOU HAD A HELICOPTER YOU COULD FLY TO THE TOP FIRST, SEE THE BETTER WAY, AND THEN GO BACK AND USE IT.

**PAGE NINETY-THREE**

**TENPOWER HELPS YOU  
MAKE QUANTUM LEAPS  
IN YOUR THINKING.**

**IT EMPOWERS YOU TO  
ESCAPE OUTSIDE THE BOX.  
*YOUR* BOX.**

**IT ENABLES YOU TO USE  
ORDERS OF MAGNITUDE  
TO CHANGE YOUR  
POINT-OF-VIEW.**

**THEN YOU CAN USE  
THAT INFORMATION  
IF YOU CHOOSE.**

**WHEN PUT ON THE END  
OF A NUMBER,  
THERE'S NO LIMIT TO  
THE POWER OF A ZERO!**

**PAGE NINETY-FOUR**

**HOW MANY GRAINS OF  
SAND ON SYDNEY'S  
FAMOUS BONDI BEACH?**

**HOW MANY RAINDROPS  
FALL IN LONDON EACH  
YEAR?**

**WHAT IS THE NUMBER OF  
WORDS SPOKEN IN  
CANBERRA OR IN BEIJING  
IN A YEAR, OR EVEN  
SPOKEN BY EVERY  
CHINESE AND  
AUSTRALIAN IN HISTORY?**

TO COPE WITH QUESTIONS  
LIKE THESE,  
MATHEMATICIANS NEED TO  
DESIGN VERY, VERY LARGE  
NUMBERS.

THE AMERICAN  
MATHEMATICIAN, EDWARD  
KRASNER, HAS USED THE  
ZERO TO DESIGN HIS VERY  
LARGE NUMBER CALLED:  
*THE GOOGOL.*

A GOOGOL IS A 1 WITH  
100 ZEROES ADDED ON.





HOW LARGE IS A GOOGOL?

WELL, GRAINS OF SAND ON  
BONDI BEACH ARE ABOUT:

1 0 0 0 0 0 0 0 0 0 0 0  
0 0 0 0 0 0 0 0 0 0

OR

1 WITH TWENTY ZEROES  
PUT-ON.

MUCH, MUCH SMALLER  
THAN A GOOGOL.

## PAGE NINETY-EIGHT

RAINDROPS IN LONDON  
ARE ALSO MUCH SMALLER  
THAN A GOOGOL AND SO  
ARE THE WORDS OF CHINA.

A HUNDRED MILLION  
ATOMS PLACED IN A ROW  
WOULD ONLY BE THIS LONG  
\_\_\_\_\_, A CENTIMETER.

SO WHAT ABOUT THE  
NUMBER OF ATOMS IN ALL  
OF MT FUJI OR EVEN THE  
ENTIRE HIMALAYAS?

NO, EVEN THEY WOULD  
NOT MAKE A GOOGOL.

**EINSTEIN'S THEORIES  
MAKE IT POSSIBLE FOR  
ASTROPHYSICISTS TO  
ESTIMATE THE NUMBER  
OF ATOMS IN THE WHOLE  
UNIVERSE AND EVEN THAT  
IS LESS THAN A GOOGOL.**

**IN FACT, A GOOGOL  
IS LARGER THAN THE  
VERY LARGEST NUMBERS  
USED IN PHYSICS  
AND CHEMISTRY.**

WHEN LARRY PAGE  
AND SERGEY BRIN  
STARTED THEIR  
FAMOUS SEARCH ENGINE  
THEY WERE BOTH  
GREAT X10 THINKERS  
AND SO THEY WANTED  
TO NAME IT AFTER  
KRASNER'S BIG NUMBER.

BUT THEY  
MISSPELT GOOGOL  
AND CALLED IT  
*GOOGLE* INSTEAD!

CAN WE EVEN USE  
TENPOWER ON A GOOGOL?

AND THE ANSWER IS, OF  
COURSE, YES.

FOR EXAMPLE, THE  
GOOGOLPLEX IS A LARGER  
NUMBER STILL:

A GOOGOL WITH AN EXTRA  
TEN MILLION, BILLION  
ZEROES PUT-ON.

FORGIVE ME IF I WON'T  
BOTHER TO SHOW YOU  
WHAT A GOOGOLPLEX  
LOOKS LIKE.

BECAUSE IF I WERE TO  
TRY TYPING OUT A  
GOOGOLPLEX BY ADDING  
ZEROES TO THE ABOVE  
GOOGOL AT THE RATE OF  
THREE ZEROES A SECOND  
- 000 -

AND I NEVER STOPPED TO  
EAT OR SLEEP OR DO  
ANYTHING ELSE, I WOULD  
BE DEAD AND STARDUST  
LONG BEFORE I GOT  
ANYWHERE NEAR IT.

**WHAT ARE TEN RANDOM  
WAYS I CAN USE THE  
NUMBER 10 TODAY?**

- 1. I CAN GIVE TEN TIMES MORE GIFTS TO CLIENTS THIS WEEK THAN LAST WEEK.**
- 2. I CAN SEND TEN TIMES MORE POSTCARDS TO FRIENDS THIS MONTH THAN I DID LAST MONTH.**
- 3. I CAN CALL SOMEONE WHO WOULD LIKE TO HEAR FROM ME IN TEN MINUTES' TIME.**
- 4. I CAN CONSULT TEN BRAINUSERS FOR THEIR OPINION ON A MATTER OF IMPORTANCE TO ME.**
- 5. I CAN VISIT TEN WEB SITES THAT I DON'T USUALLY VISIT.**
- 6. I CAN INVITE TEN PEOPLE TO DISCUSS A MATTER OF IMPORTANCE TO ALL CONCERNED.**
- 7. I CAN PRACTICE A NEW SKILL 10 TIMES A DAY FOR THE NEXT TEN DAYS.**
- 8. I CAN GO FOR A WALK IN THE ROYAL MELBOURNE BOTANIC GARDENS AT 10.**
- 9. I CAN CUT COSTS BY 10%.**
- 10. I CAN SPEND TEN MINUTES FIGURING OUT THE FIRST LINE OF THE NEXT PAGE.**



**“LARRY PAGE LIVES BY THE GOSPEL OF 10X. MOST COMPANIES ARE HAPPY TO IMPROVE BY 10%. NOT THE CEO OF GOOGLE. PAGE SAYS A 10% IMPROVEMENT MEANS YOU’RE BASICALLY DOING THE SAME AS EVERYBODY ELSE. BUT PAGE EXPECTS HIS EMPLOYEES TO CREATE PRODUCTS AND SERVICES THAT ARE 10 TIMES BETTER THAN THE COMPETITION.”**

**(STEVEN LEVY, *WIRED* MAGAZINE. COVER STORY, FEBRUARY 2013).**

**GOOD PHILOSOPHY.**

# PART THREE

**WHO USES  
X10 THINKING?**

IN THE 80s IN THE USA  
I CO-FOUNDED THE  
SCHOOL OF THINKING  
AND DESIGNED THE  
*LEARN-TO-THINK PROJECT*  
WHOSE MISSION WAS:  
TO GET *THINKING*  
ON THE CURRICULUM  
AS A SCHOOL SUBJECT.

**WITH MY CO-FOUNDER,  
EDWARD DE BONO, WE  
WORKED WITH MANY  
GOVERNMENT BODIES,  
FOUNDATIONS AND SCHOOL  
DISTRICTS WHILE WE  
DEVELOPED PROGRAMS  
FOR THE DIRECT TEACHING  
OF THINKING AS A SKILL.**

STARTING WITH EDWARD'S  
CORT THINKING WHICH HE  
DEVELOPED WHILE AT  
CAMBRIDGE UNIVERSITY,  
WE THEN DEVELOPED THE  
*SIX THINKING HATS*  
METHOD FOR TEACHING  
THINKING. THIS METHOD  
IS STILL BEING TAUGHT  
IN MANY SCHOOLS  
AROUND THE WORLD.

IN 1982 I ALSO  
CO-AUTHORED, WITH  
EDWARD DE BONO,  
*THE LEARN-TO-THINK*  
*COURSEBOOK AND*  
*INSTRUCTORS MANUAL*  
(ISBN 0884961990).

IN 1983 OUR BOOK  
BECAME THE COVER STORY  
OF AN INTERNATIONAL  
*READERS DIGEST*  
SPECIAL EDITION WHICH  
REACHED 68 MILLION  
READERS WORLDWIDE!

IN NEW YORK IN 1984,  
I FIRST PUBLISHED THE  
**CVS2BVS** BRAIN SOFTWARE  
IN MY BOOK *NEWSSELL*  
(ISBN 0932648568)  
WHICH WAS LATER SAID  
TO BE TWENTY YEARS  
AHEAD OF ITS TIME.

IBM WAS THE FIRST OF  
THE FORTUNE 500  
TO TAKE IT UP.

IBM EUROPE THEN SENT A  
CORPORATE JET TO FLY ME  
TO MONTE CARLO FOR TWO  
WEEKS TO PRESENT  
**CVS2BVS** TO ALL THEIR  
SENIOR EXECUTIVES AND  
R&D LEADERS.



PAGE 1 1 1

I WAS EVEN INVITED TO  
GIVE A PRIVATE **CVS2BVS**  
PRESENTATION TO  
HSH ALBERT,  
THE CROWN PRINCE  
OF MONACO.

PAGE 112

THEN IBM INVITED  
THEIR EXECUTIVE CLIENTS  
FROM AROUND THE WORLD  
TO MY PRESENTATION OF  
**CVS2BVS**  
WITH 12 TRANSLATORS.  
IT WAS LIKE  
A MINI-UN MEETING!

**PAGE 113**

**AFTER THAT,  
THE WORD GOT AROUND!**

***THE NEW YORK TIMES.***  
***WALL STREET JOURNAL.***  
***USAIR MAGAZINE***  
**RADIO, TV ETC**

MORE PRESENTATIONS  
WERE SOUGHT BY  
BORG-WARNER SENIOR  
EXECUTIVES IN BERMUDA,  
BY STATE FARM  
INSURANCE IN LAS VEGAS  
AND BY THE YPO HQ  
IN TEXAS AND THEIR  
VARIOUS CHAPTERS  
AROUND THE USA.

**UNEXPECTEDLY,  
SAUDIA AIRLINES INVITED  
ME TO LECTURE TO THEIR  
SENIOR EXECUTIVES FOR  
FOUR DAYS IN JEDDAH!**

SOON AFTER, I WAS  
INVITED BY JACK WELCH,  
CHAIRMAN OF GE,  
TO PRESENT TO HIS  
SENIOR MANAGERS AT A  
GE LEADERS CONFERENCE  
ON MARCO ISLAND IN  
THE GULF OF MEXICO.

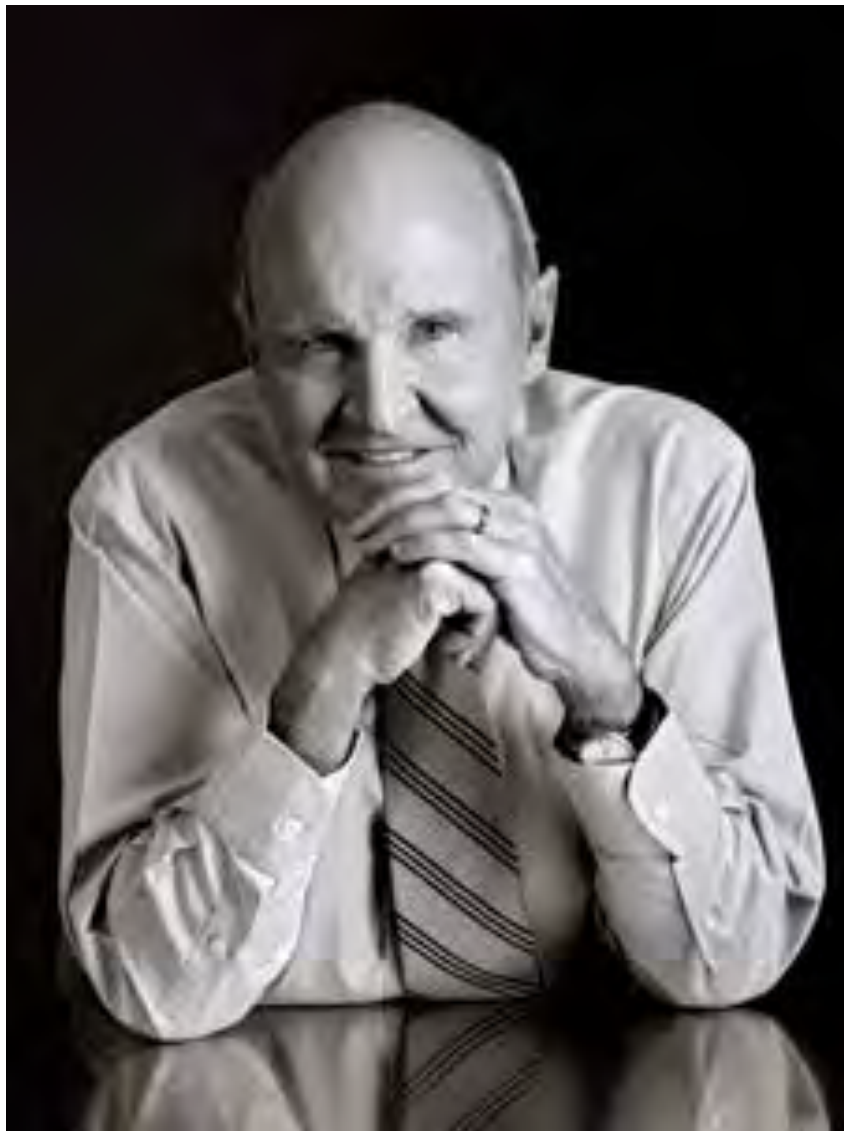
IMMEDIATELY AFTER MY  
*GE X10* PRESENTATION  
JACK JUMPED UP  
AND TOOK THE FLOOR.

HE SAID TO HIS TEAM:

*“CVS2BVS*  
*IS THE SIMPLEST IDEA*  
*IN THE WORLD.*  
*BUT, IT’S NOT EASY.*  
*WE’VE GOTTA REACH,*  
*WE’VE GOTTA STRETCH,*  
*WE’VE GOTTA GO*  
*FOR THE BVS!”*

PAGE 118

FROM THE BEGINNING,  
JACK BECAME VERY  
ENTHUSIASTIC ABOUT  
**CVS2BVS.**





AFTER THE CONFERENCE  
I FLEW BACK TO NEW YORK  
WITH JACK IN HIS JET.  
TOGETHER WE PLANNED  
A PROJECT TO EXPAND  
*GE X10* AND TEACH  
**CVS2BVS** TO HIS WIDER  
LEADERSHIP TEAM.

THE PLAN WAS TO SPREAD  
**CVS2BVS** THROUGHOUT GE  
VIA TWO GE RESOURCES:  
1. LEADERSHIP MEETINGS  
2. LEADERSHIP ACADEMY.

OVER THE NEXT 4 YEARS  
(WITH A THEATRE QUALITY  
PRODUCED, COMPUTERIZED  
30 X SLIDE-PROJECTOR  
MULTI-MEDIA SHOW)  
I TRAVELLED FAR AND WIDE  
FROM GREENWICH TO  
ACAPULCO TO GE  
LEADERSHIP CONFERENCES  
AND TO THE  
GE LEADERSHIP ACADEMY  
AT CROTONVILLE GIVING  
PRESENTATIONS AND  
MASTERCLASSES ON  
**CVS2BVS.**

EVEN TODAY, 30 YEARS  
LATER, I'M DELIGHTED TO  
GET CONTACTED BY  
FORMER GE EXECUTIVES  
WHO GOOGLE **CVS2BVS**  
AND TRACK ME DOWN TO  
TELL ME THINGS LIKE:  
*"CVS2BVS CHANGED  
MY LIFE, MY CAREER  
AND MY GOLF GAME.  
I EVEN TAUGHT IT  
TO MY KIDS".*

IT'S A REAL BUZZ.

# POSTSCRIPT

**LOOKING BACK  
SINCE THE 1980s,  
IT'S WORTH NOTING  
THE FOLLOWING FACTS:**

- JACK WELCH OF GE WAS A MASTER OF X10 THINKING. HE NICKNAMED IT 'BOUNDARYLESS THINKING' AND ALSO "BOUNDARYLESSNESS".
- BY THE TIME HE LEFT JACK HAD GROWN THE COMPANY FROM A MARKET VALUE OF \$14 BILLION TO A MARKET VALUE OF \$410 BILLION MAKING IT THE MOST VALUABLE COMPANY IN THE HISTORY OF THE WORLD.

- *“OUR DREAM FOR THE 1990s,”* WELCH WROTE IN GE’S 1990 ANNUAL REPORT, *“IS A BOUNDARYLESS COMPANY WHERE WE KNOCK DOWN THE WALLS THAT SEPARATE US FROM EACH OTHER ON THE INSIDE AND FROM OUR KEY CONSTITUENCIES ON THE OUTSIDE.”*

- IN HIS BOOK ABOUT HIS TIME AT GE *JACK: STRAIGHT FROM THE GUT (2001)* HE WROTE ABOUT **CVS2BVS**: *“IT WOULD MAKE EACH OF US WAKE UP WITH THE GOAL OF “FINDING A BETTER WAY EVERY DAY”. IT WAS A PHRASE THAT BECAME A SLOGAN, PUT UP ON THE WALLS OF GE FACTORIES AND OFFICES AROUND THE WORLD. IT WAS THE ESSENCE OF BOUNDARYLESS BEHAVIOUR, AND IT DEFINED OUR EXPECTATIONS”.*

- FAMOUS FOR THE LITTLE HANDWRITTEN NOTES HE WOULD SEND TO PEOPLE, JACK SENT ME SEVERAL AND THE ONE I PRIZED MOST SAID SIMPLY: *“MICHAEL, YOU ARE A FRIEND OF OUR COMPANY”.*

- IN 1999, *FORTUNE* MAGAZINE NAMED HIM *“MANAGER OF THE CENTURY”.*

- SINCE THEN, THOUSANDS OF COMPANIES IN THE US AND AROUND THE WORLD HAVE USED IDEAS FROM THE GE MODEL. SCORES OF FORTUNE 500 COMPANIES EMULATED THE LEADERSHIP EXAMPLE AND TRANSFORMATION MODEL SET BY JACK WELCH AT GE.

- COPIOUS BUSINESS VOLUMES, *HARVARD BUSINESS REVIEW* ARTICLES AND OTHER MEDIA HAVE BEEN WRITTEN ABOUT JACK'S VALUE-DRIVEN TRANSFORMATION OF HIS COMPANY.

- USING HIS CUTTING-EDGE STRATEGIES LIKE *WORK OUT*, *BOUNDARYLESSNESS* AND *SIX SIGMA*, JACK HAS DEVELOPED MORE LEADERS THAN ANY OTHER CEO IN BUSINESS HISTORY.

- THAT I KNOW OF, THE JACK WELCH ERA AT GE PRODUCED CEOS FOR HONEYWELL, 3M, BOEING, INTUIT, SYMANTEC, HOME DEPOT, CHRYSLER, SIEMENS AND MERCK. ACCORDING TO *USA TODAY* THE TOP THREE COMPANIES FOR PRODUCING CEOS OF OTHER FORTUNE 500 COMPANIES ARE GE (26), IBM (18) AND MCKINSEY (16).

- TODAY, LARRY PAGE OF GOOGLE IS THE BEST PROPONENT OF X10 THINKING AND TODAY GOOGLE IS THE MOST VALUABLE COMPANY IN THE WORLD. PAGE SAYS HE *“LIVES BY THE GOSPEL OF X10”* (WIRED, FEB 2013, COVER).

- LIKE JACK WELCH, LARRY PAGE HAS ALSO NICKNAMED X10 THINKING. HE CALLS IT ... ‘MOONSHOT THINKING’.







## Escape from CVS

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### The First Law of Thinking

The Current View of the Situation (CVS)  
can never be equal to  
The Better View of the Situation (BVS)

**CVS  $\neq$  BVS**



**CVS<sub>2</sub>BVS**

### The Law of x10 Thinking

The CVS multiplied by ten is equal to the BVS

**CVS x 10 = BVS**

**x10**  
x10thinking



**x10 Thinking is:**

- A powerful lateral thinking tool
- A corporate service that is 100% online
- A bottom up approach that liberates innovation

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