

# Index

## A

accelerated bridge construction (ABC), 323–324  
accidental creativity, 131–135  
Adams, J. L., 62, 66, 67, 89, 99, 295, 304, 341  
Adams, R., 162  
aerospace engineering, 307–309  
*Aging with Grace* (Snowdon), 90  
agricultural engineering, 309–311  
Alessandra, T., 143  
Allen, J., 67  
Alston, J. M., 309  
Altshuller, G., 36–37, 104, 172, 199, 245, 285, 286, 287, 288, 289, 301, 302  
Amabile, T. M., 275, 276, 281, 282  
Amen, D. G., 52, 55, 86, 87, 89  
amygdale, 53  
Andersen, M. A., 236, 309  
Anft, M., 252  
anger control, gender and, 83  
Ante, S. E., 210, 277  
antioxidants, 89  
*Applied Imagination: Principles and Procedures of Creative Problem-Solving* (Osborn), 136  
Arciszewski, T., 142, 149, 150, 152, 156, 157, 258, 262, 278, 279, 287, 295  
Ariely, D., 74  
Aristotle, 49  
Armstrong, S. C., 275  
*The Art of Creative Thinking* (Nierenberg), 104  
Ashkenas, R., 207  
Asimov, I., 105  
Ask-Ask-Ask principle, 121. *see also* questions/questioning  
    causes for, 121–122  
    features of, 127  
    neuroscience and, 127  
Atkinson, C., 56  
audacity, 309  
Augustine, N. R., 35, 38  
Austin, L. K., 283  
*Automate This* (Steiner), 33  
automobile assembly line, 128–129  
axon, 54

## B

bad habits, 68–69  
Baggaley, A., 52, 53, 54, 57, 81, 88, 89, 318

Bagnall, J., 136, 295  
Bailey, R. L., 295  
Baldwin, N., 130  
bar code, 162  
Bar-Cohen, Y., 249, 251  
Barker, J. A., 238  
Barnes, L. L., 91  
Barry, K., 285, 286  
Bartlett, J., 28  
Baumeister, R. F., 49  
Beakley, G. C., 29, 109, 225, 257, 258, 262, 295  
Behar, H., 219  
Bellis, M., 30  
Belluck, P., 90  
Bennett, D. A., 91  
Bennett, J. K., 168  
Benyus, J. M., 52, 249  
Berger, D., 113, 114  
Berra, Y., 186, 259  
bias, negativity. *see* negativity bias  
Bilalic, M., 107  
billable time, 206–208  
Billington, D. P., 40, 132, 133, 229  
Binks, M., 295, 340  
biomedical engineering, 311–316  
Biomimicry, 249–252  
    defined, 249  
    examples of, 250–252  
    features of, 252  
    neuroscience and, 252  
*Biomimicry: Innovation Inspired by Nature* (Benyus), 249  
bionics, 311–314  
    examples, 315–316  
*Blink* (Gladwell), 67  
Boehler, P., 162  
Bonasso, S. G., 43, 44, 66, 111, 284  
Boorstin, D. J., 30, 128, 129  
Borrowing Brilliance, 127  
    accidental creativity, 131–135  
    examples of, 128–129  
    features of, 136  
    neuroscience and, 135–136  
    procedural steps, 128  
    supporting principles, 129–131  
Boyd, R., 52, 57  
Boyle, P. A., 91

- brain, 48–49, 295–297
  - asymmetrical capabilities, 58–61
  - diet and, 88–90
  - exercise and, 87–88
  - functions, 54–56
  - gender and, 79–84
  - hardwired view of, 61
  - hemispheres, 57–61
  - importance of oxygen to, 88
  - lateralization, 57–58
  - and mind, 56–57
  - overview, 51–52
  - pathology, 81–82
  - and prosthesis, 313–314
  - and senses, 55–56
  - split-brain studies, 60, 84–85
  - stimulation, 90–92
  - views on, 49–50
- brain-imaging techniques, 85–86
- brain stem, 53
- Brainstorming, 106
  - electronic, 138
  - features of, 139
  - group, failure of, 139
  - Multivoting and, 137–138
  - neuroscience and, 138–139
  - procedural steps, 136–137
- The Brain That Changes Itself* (Doidge), 61
- Brain Writing. *see* Stream of Consciousness Writing
- Bregman, P., 74
- Brenner, R., 105, 137, 146
- Brinkley, D., 108, 128, 129
- Brizendine, L., 79, 80, 81, 82, 83, 84, 86
- Brooklyn Bridge, 239–240
- Brooks, D., 33, 107, 216, 220
- Brown, J., 170
- Buelow, B., 229
- builders, 34
- Buzan, T., 43, 44, 149
- Byrne, J., 137
- C**
- caffeine, 89
- Cain, S., 108, 138, 139, 228–229, 230
- Campbell, D., 263, 264, 265
- Canales, K., 217, 220, 233
- carbohydrates, 89
- cardiac pacemaker, 109
- Carlson, C. R., 197, 210, 224, 234, 237–238
- Carlson, R., 67
- Carr, R., 198
- Carson, S., 208
- Carter, R., 50, 52, 53, 55, 57, 63, 78, 86, 94, 143
- CAT scans. *see* Computerized Axial Tomography (CAT) scans
- cause-and-effect diagramming. *see* Fishbone Diagramming
- CEBOK. *see* Civil Engineering Body of Knowledge (CEBOK)
- cerebellum, 53
- cerebrum, 52, 57
- Cernasov, A., 284
- Chabris, C. F., 83
- Challenges and Ideas Meetings, 253–254
- change, resistance to
  - need for, 203–204
  - in political environment, 204–205
  - remedies, 206
- characteristics, creative/innovative individuals, 216–217
  - collaborative, 233–236
  - empathetic, 217–219
  - experimentalist, 230–233
  - introverted, 228–230
  - passionate, 226–228
  - persistent, 236–241
  - studious, 219–226
- chemical engineering, 316–320
- Chin, A., 86
- Christensen, C. M., 212
- Christian, J. L., 288
- Chrysikou, E. G., 44, 109, 199
- Churchill, W., 259
- Civil Engineering Body of Knowledge (CEBOK), 200
- Clarke, B., 220
- Clayman, C. B., 64
- Clements, I. P., 313
- closed-ended questions, 123
- clustering. *see* Mind Mapping
- Cohen, G. C., 75
- collaboration
  - as creative/innovative individuals characteristic, 233–236
  - defined, 233
  - factors for successful, 234–235
- Colvin, G., 275
- Colvin, M. K., 85
- commissurotomy, 60
- complacency, 210–211
- computer-aided design and drafting (CADD), 258
- Computerized Axial Tomography (CAT) scans, 86
- computers, usage in engineering, 33
- conceptual age, 32–33
- Connellan, T., 72

conscious mind  
     subconscious mind *vs.*, 66–68  
     working of, 64–65  
 conservation of energy, 228  
 convergent thinking, 101–102  
 Cooper, R. K., 49, 148, 210  
 corpus callosum, 57  
 cortex, 52–53  
     and conscious thinking, 63–64  
 cortisol, 81  
 Costa, R. D., 88, 89, 91  
 creative/innovative individuals, characteristics of. *see*  
     characteristics, creative/innovative individuals  
 creativity  
     defined, 29, 40  
     engineering and, 38–40  
     example of, 29–30, 40–41  
 Cross, H., 40, 161, 332  
 Crossland, R., 220  
 cue-routine-result process, 69–72  
 Culp, G., 50, 143, 228–229  
 curiosity, 220  
 Curiosity, rover, 307–308  
 Cyre, H., 331  
 Czyzewski, A., 249

## D

Daly, S. R., 288  
 Darcy, Henry, 233  
 Davenport, T. H., 279  
 Davidson, R. J., 293, 295  
 da Vinci, Leonardo, 50, 221–224, 230, 236, 339  
 Davis, L. M., 86  
 de Bono, E., 253, 268, 269, 271, 272, 273–275  
 de Mestral, George, 29–30  
 desalination  
     benefit of, 319–320  
     defined, 316  
     historical overview, 317  
 design fixation, defined, 107  
 Dhillon, B. S., 139, 157, 224, 277, 295  
 diet, and brain, 88–90  
 Dijksterhuis, A., 109  
 Dim, J. M., 303  
*Distraction: The Erosion of Attention and the Coming Dark Age* (Jackson), 74  
 divergent-convergent thinking process, 101–102, 247–248  
 diversity, 234–235  
     types of, 142–143  
 documentation, importance of, 140–141  
 Doidge, N., 61, 62, 70, 71, 88, 91  
 Domb, E., 285, 286

Doo, C., 249  
 dopamine, 81. *see also* neurotransmitters  
 Dove, L. L., 316, 317, 319  
 Downey, D., 309  
 drawing  
     defined, 257  
     and impact on engineering, 257–258  
 Drew, Dick, 231–232  
*Drive: The Surprising Truth About What Motivates Us*  
     (Pink), 226  
 Drucker, P. F., 253, 282  
 Duhigg, C., 68, 69, 71, 254  
 Dyer, J. H., 198, 212, 282

## E

Eagleman, D., 62, 64, 66, 68  
 EBOK. *see* Engineering Body of Knowledge (EBOK)  
 Edison, Thomas, 131  
 education, left-brain emphasis in, 199–201  
 Edwards, B., 58, 59, 60, 78, 85, 199, 256, 259, 261, 262  
 EEG. *see* electroencephalography (EEG)  
 Einstellung Effect, 107–108  
 electroencephalography (EEG), 86  
 El-Sharkawy, A. R., 283  
 emotional empathy, 84  
 emotional memory, gender and, 83  
 empathy  
     as creative/innovative individuals characteristic,  
       217–219  
     defined, 217  
     emotional, 84  
 engineering  
     aerospace, 307–309  
     agricultural, 309–311  
     attraction to profession, 37–38  
     biomedical, 311–316  
     challenges for, 31–32  
     chemical, 316–320  
     computers usage in, 33  
     and creativity/innovation, 38–40  
     drawing and, 257–258  
     stewardship with, 36–37  
     transportation, 320–324  
 Engineering Body of Knowledge (EBOK), 174  
 estrogen, 81  
 Evans, D. L., 29, 109, 225, 257, 258, 262, 295  
 exercise, and brain, 87–88  
 experimentalism  
     as creative/innovative individuals characteristic,  
       230–233  
     defined, 230  
 exploiters, of opportunities, 34  
 extroverts, 228, 229

**F**

face-to-face meeting, 145–146  
 facial expressions  
   and emotions expressions, 82–83  
   reading, 83  
 facilitation  
   defined, 112–113  
   methods used in, 114  
   preparation for, 114–115  
 facilitator, 113  
   and preparation for facilitation, 114–115  
 Farid, F., 283  
 Farnsworth, Philo, 224  
 fear of failure, 196–198  
 females  
   anger control in, 83  
   behavior, brain influence, 82–84  
   brain pathology, 81–82  
   brain structure of, 80–81  
   emotional empathy, 84  
   emotional memory of, 83  
   and emotions expressions, 82–83  
   “50–50” negative consequences of multitasking, 73  
 Finger, S., 50  
 Finn, H., 261  
 Fischman, J., 313, 314, 315  
 Fishbone Diagramming, 139  
   example of, 139–140  
   features of, 141  
   neuroscience and, 141  
 Fisk, S., 113, 114  
 Five Whys, 123–124  
 Fleming, Alexander, 110  
 floating wetlands, 250–251  
 Florman, S. C., 39, 40  
 fMRI. *see* Functional Magnetic Resonance Imaging (fMRI)  
 Fogler, H. S., 45, 121, 124, 156, 287, 288, 290, 295, 301, 340  
 Fox, J., 121  
 Fox, K. F. A., 124  
 Fox, M., 162  
 Fredrich, A. J., 171, 228, 229, 239  
 Freehand Drawing, 256–263  
   benefits of, 258–263  
   neuroscience and, 262–263  
 freshwater, defined, 316  
 Freud, Sigmund, 66  
 Freudenrich, C., 52, 57  
 Fruechte, R., 125, 197, 208, 210  
 fruits, 89  
 Functional Magnetic Resonance Imaging (fMRI), 86  
 Funnell, M. G., 85

**G**

Gazzaniga, M. S., 85  
 Gelb, M. J., 49, 94, 149, 152, 156, 157, 161, 221, 230, 236, 261, 295  
 Genco, N., 107, 108  
 gender, and brain, 79  
   application of, 84  
   brain structure, 80–81  
   caveats, 80  
   hormones, 81  
   nature *vs.* nurture debate, 82  
   neurotransmitters, 81  
*The Ghost of the Executed Engineer* (Graham), 36–37  
 Gibb, B. J., 49–50, 52, 53, 54, 60, 62, 65, 80, 81, 84, 85, 86, 314  
 Gilbert, D., 49  
 Giles, D. K., 309  
 Gladwell, M., 67  
 Goldberg, D. E., 126, 200–201  
 Golden Gate bridge, 227–228  
 Goleman, D., 66  
 Gonzalez, R., 288  
 good habits, 68–69  
 Gordon, B., 108, 109  
 Grabska, E., 258  
 Graham, L. R., 36–37  
 Grand Challenges, for engineering, 31–32  
*The Greatest Salesman in the World* (Mandino), 70  
 Gregersen, H., 198, 282  
 Gregerson, H. B., 212  
 Gronwald, R., 309, 311  
 Gross, R., 144, 149  
 Gutenberg, Johannes, 30–31

**H**

habits  
   changing methods, 70–71  
   cue-routine-result process, 69–72  
   defined, 68  
   dominance in lives, 68  
   good/bad, 68–69  
   Keystone, 254–255  
   long-term potential, 72  
   opportunities offered by change, 70  
 handedness  
   influence on behavior, 78  
   left, advantages of, 78  
   right, advantages of, 78  
 Hanson, R., 63, 75, 76  
 Hardiman, M. M., 55, 81, 86, 93  
 Harrington, K., 319, 320  
 Harrison, C., 258  
 Haslam, S. A., 279

Headley, T. R., 250  
 Heller, R., 283  
 hemispherectomy, 61  
 hemispheres, 57–58  
   left, 58–61  
   music and, 263  
   right, 58–61  
 Hensey, M., 139  
 Herr, H., 313, 314, 315  
 Herrmann, N., 29, 50, 52, 53, 61, 143, 147, 295  
 heterogeneous teams, 147  
 high-speed trains, 232  
 Hill, N., 66, 67, 304  
 hippocampus, 53  
 Hippocrates, 50  
 Holtta-Otto, K., 107, 108  
 homogenous teams, 147  
 honesty, 235  
 Hoover, Herbert, 37  
 hormones, 81  
 Horsager, D., 236  
 Hothem, N. L., 168  
*How to Work a Room* (Roane), 126  
 Hughes, S., 91  
 human brain. *see* brain  
 Hutson, M., 78

**I**

ideacide, 276  
 ideas meetings, 253  
 imaging devices, 86  
 infant incubators, 237  
 inheritance, and negativity bias, 75–76  
 innovation  
   defined, 29  
   engineering and, 38–40  
   example of, 30–31, 40–41  
 Innovation Nation, 35–36  
*Innovation Nation* (Kao), 35  
 integrated circuit, 225–226  
 integrity, 235  
 interruption rationale, multitasking, 74  
 introverts  
   as creative/innovative individuals characteristic, 228–230  
   defined, 228  
 Irvine, W. B., 64  
 Isaacson, W., 207, 208, 234, 280, 302, 341  
 Ishikawa Analysis. *see* Fishbone Diagramming  
 issue, problem, or opportunity (IPO), 101–102  
   Borrowing Brilliance (*see* Borrowing Brilliance)  
   Einstellung Effect trap and, 107–108  
   facilitation (*see* facilitation)  
   whole-brain methods (*see* whole-brain methods)

**J**

Jabr, F., 72  
 Jackson, M., 74  
 James, J. S., 309  
 James, W., 72  
 Jha, A. P., 293, 295  
 Johansson, F., 142, 147, 148  
 Johnson, H., 124  
 Johnson, M., 64, 321  
 Johnson, S., 69, 109, 110, 111, 219, 225, 237  
 Jones, J., 323

**K**

Kaner, S., 113, 114  
 Kao, J., 29, 35–36, 207, 279  
 Kaplan, S., 203, 277  
 Kay, C., 280, 282  
 Kay, K., 83  
 Keats, J. B., 29, 109, 225, 257, 258, 262, 295  
 Keefe, S. L., 341  
 Kennedy, D. S., 68  
 Kershner, K., 317, 319  
 Keystone Habit  
   defined, 254  
   features of, 256  
   neuroscience and, 256  
   usage of, 254–255  
 Kilby, Jack S., 225–226  
 King, B. R., 146  
 Kipling's six, 124  
 Klatt, B., 250, 251  
 Kleon, A., 77  
 Kluger, J., 104  
 Knapton, S., 82  
 Knight, C., 279  
 knowledge, skills, and attitude (KSA), 27–28  
   maintainers/builders, 34  
 Koberg, D., 136, 295  
 Koch, C., 65  
 Koenigsberger, L., 228  
 Kolter, P., 124  
 KSA. *see* knowledge, skills, and attitude (KSA)  
 Kumar, C. S. S. R., 109  
 Kuykendall, H., 309, 311

**L**

Lagace, M., 64  
 Lakoff, G., 64  
 lateralization, brain, 57–58  
 leadership, and management practices, 282–284  
 LeBlanc, S. E., 45, 121, 124, 156, 287, 288, 290, 295, 301, 340  
 Lee, D. W., 30  
 Leeds, D., 122

left-handed, advantages of, 78  
 left hemisphere, capabilities, 58–60  
   emphasis in education, 199–201  
 Lehrer, J., 57, 155, 232  
 Leonard, D., 142  
 Leuba, C. J., 224, 225  
 level of awareness, 63  
 Levitin, D. J., 57, 263, 264  
 Levy, F., 33  
 Liker, J. K., 123, 154  
 Lillibridge, E. M., 143  
 limbic system, 53  
 Lind, L., 113, 114  
 Linkner, J., 283  
 listening, music and, 264  
 Long, E., 249  
 Lublin, J. S., 283  
 Lumsdaine, E., 245, 257, 295, 340  
 Lumsdaine, M., 245, 257  
 Lutz, A., 293, 295

## M

Machiavelli, N., 204  
 Macintyre, B., 148  
 Magnetic Resonance Imaging (MRI), 86  
 magnetoencephalography (MEG), 86  
 maintainers, 34  
 males  
   anger control in, 83  
   behavior, brain influence, 82–84  
   brain pathology, 81–82  
   brain structure of, 80–81  
   emotional empathy, 84  
   emotional memory of, 83  
   and emotions expressions, 82–83  
 Malone, T. W., 83  
 Maltz, M., 68  
 Mandino, O., 70  
 Mann, C. C., 109  
*The Man Who Built the Bridge* (Strauss), 228  
 Marcus, A. M., 261  
 marketing  
   defined, 124  
   of professional services, 124–125  
 Martin, N., 55, 70, 71, 72  
 masking tape, 231–232  
 Maxwell, J. C., 107, 213  
 May, M. E., 276  
 May, R., 63, 108, 160, 161  
 Mazur, G., 286, 287, 288, 289  
 McArdle, M., 203, 277  
 McCuen, R. H., 107, 114, 209  
 McCullough, D., 170, 171  
 McGowan, K., 65, 66

McKim, R. H., 295  
 McLeod, P., 107  
 McLoud, P. R., 309, 311  
 McManus, C., 78  
 Medici Effect, 105, 136, 141–149  
   cloning/sameness approach, avoiding,  
     146–147  
   diversity, types of, 142–143  
   example of, 147–148  
   features of, 148–149  
   neuroscience and, 148  
   Renaissance, 141–142  
 Medina, J., 56, 64, 67, 73, 74, 79, 81, 83, 87, 88,  
   219, 279  
 meetings  
   challenges, 253  
   face-to-face, 145–146  
   ideas, 253  
 MEG. *see* magnetoencephalography (MEG)  
 memory, 56–57  
   emotional, gender and, 83  
   music and, 264  
 Menai Straits bridge, 132–133  
 mental stimulation  
   Nun Study, 90–91  
   Rush University Medical Center Study, 91  
 Meurs, T., 109  
 Michalko, M., 104, 224, 295  
 microbes, 251  
 micropiles, 168  
 microwave oven, 110  
 Miles, E., 59, 149, 175, 208, 263, 264, 265  
 Miller, S., 231  
 Milosevic, I. N., 159  
 mind  
   brain and, 56–57  
   conscious (*see* conscious mind)  
   subconscious (*see* subconscious mind)  
 mindfulness, 293  
   feature of, 294–295  
 Mind Mapping, 106, 149–153  
   completed, uses of, 152–153  
   effectiveness of, 152  
   examples of, 151–152  
   features of, 153  
   individual's, 150–151  
   neuroscience and, 153  
   team, 149–150  
 Mlodinow, L., 52, 64, 65, 66, 68, 86, 265  
 moderate drinking, 89  
 Molyneux, D., 124  
 Monge, Gaspard, 257  
 Moon, Y., 276, 302  
 Morgan, Arthur, 224–225

motivation, as supportive culture element, 281  
 MRI. *see* Magnetic Resonance Imaging (MRI)  
 multipurpose urban storm water management facility  
     analysis and recommendations, 325–326  
     design of, 326–328  
     engineering guidelines for, 324–325  
     finance and construction of, 328–330  
     state legislation, 331  
 multitasking  
     benefits of not, 74  
     costs of, 73  
     “50–50” negative consequences of, 73  
     interruption rationale, 74  
     moving away from, 74–75  
     positive type of, 73–74  
 Multivoting, 106  
     and Brainstorming, 137–138  
 Murname, R. J., 33  
 Murphy, J., 64, 67  
 Murray, D. K., 30, 110, 127–129, 130, 131, 136  
 Murray, P., 219  
 Music, 263–266  
     examples of, 265  
     features of, 266  
     and hemispheres, 263  
     and listening, 264  
     and memories, 264  
     neuroscience and, 266  
     psychophysiological impact of, 264  
*My Stroke of Insight: A Brain Scientist's Personal Journey* (Taylor), 59

## N

NAE. *see* National Academy of Engineering (NAE)  
 Nagle, J. G., 259  
 Naisbitt, J., 34  
 National Academy of Engineering (NAE), 31–32  
 Neal, D. T., 68  
 negativity bias  
     inheritance and, 75–76  
     negative consequences of, 76–77  
     offsetting, 77  
     origin of, 75  
 nerve fiber, 54  
 Neumeier, M., 168  
 neurogenesis, 62  
 neurons, 51–52, 54, 62–63  
 neuroplasticity, 61–63  
     significance of, 63  
 neuroscience, 50  
     and Ask-Ask-Ask principle, 127  
     and biomimicry, 252

    and Borrowing Brilliance, 135–136  
     and Brainstorming, 138–139  
     features of, 263, 268  
     and Fishbone Diagramming, 141  
     and Freehand Drawing, 262–263  
     and Keystone Habit, 256  
     and Medici Effect, 148  
     and Mind Mapping, 153  
     and music, 266  
     and Ohno Circle, 156  
     and Process Diagramming, 268  
     and Six Thinking Caps Method, 274–275  
     and Stream of Consciousness Writing, 157–158  
     and Supportive Culture and Physical Environment method, 284–285  
     and SWOT, 159–160  
     and Taking a Break, 163  
     and Taking Time to Think method, 294  
     and TRIZ, 291  
     and What If?, 172  
 neurotransmitters, 52, 54, 81, 88  
 Nierenberg, G. I., 29, 104, 163  
 Nijasure, A. M., 109  
 noradrenaline, 81. *see also* neurotransmitters  
 note-taking method, 149  
 novice effect, 144  
 Nun Study, 90–91  
 Nussbaum, P. D., 48, 52, 53, 54, 55, 61, 63, 64, 68, 81, 83, 88, 89, 91

## O

Oakley, B., 163  
 obesity, and brain function, 88  
 obstacles, to creativity/innovation  
     billable time, 206–208  
     change resistance, 203–206  
     complacency, 210–211  
     external, 191–195  
     with fear of failure, 196–198  
     internal, 195–196  
     left-brain emphasis in education, 199–201  
     misconceptions about artists, 208–210  
     person's creative/innovative ability, 198–199  
 Ohno, Taiichi, 153  
 Ohno Circle, 106, 153–156  
     examples of, 155–156  
     features of, 156  
     neuroscience and, 156  
 omega-3 fatty acids, 89  
 open-ended questions, 123  
 opportunity age, 34–35  
 Oreovicz, F. S., 143



Osborn, A. F., 136  
 osmosis, 317–318  
   reverse, 318–319  
 osmotic pressure, 317  
 Osteen, J., 70  
 Ouellette, J., 307, 309  
 oxidants, 89  
 oxygen, importance to brain, 88  
 oxytocin, 81

## P

Paddock, C., 81, 83  
 Palchinsky, Peter, 36  
 Panama Canal, 169–172  
 Pardey, P. G., 309  
 Parkinson, J. R., 123  
 passion  
   as creative/innovative individuals characteristic,  
     226–228  
   defined, 226  
 Pattison, K., 74  
 Peck, M. S., 64  
 penicillin, discovery of, 110–111  
 People Mapping, 143  
 persistence  
   as creative/innovative individuals characteristic,  
     236–241  
   examples, 237–241  
 personal computer system, 233–234  
 personality profiles, 143–144  
 person's creative/innovative ability  
   determinant of, 198–199  
   remedies, 199  
 PET. *see* Positron Emission Tomography (PET)  
 Petroski, H., 39–40, 197  
 phonograph, 131  
 photosynthesis, 110  
 Pickover, C. A., 208  
 Pink, D. H., 32–34, 226–227, 281, 283  
 Pinker, S., 52, 56  
 Pisasale, P. E., 168  
 plan your work and work your plan (PYWAWYP), 114  
 Plato, 49–50  
 Platt, J. R., 312  
 politics, change resistance in, 204–205  
 Positron Emission Tomography (PET), 86  
*Power of Habit* (Duhigg), 254  
 precision agriculture  
   benefit of, 310–311  
   elements of, 309–310  
 prefrontal cortex, 80–81  
 Prestpin, P., 150, 152  
 printing press, reusable-type, 30–31

Process Diagramming, 266–268  
   examples of, 266–268  
   neuroscience and, 268  
 prosthetics, 312–313  
 protein, 89  
 PYWAWYP. *see* plan your work and work your plan  
   (PYWAWYP)

## Q

Q Drum, 218–219  
 Queen, D., 321  
 questions/questioning  
   powers of, 122–123  
   techniques for asking, 123–124  
   value of, 122  
*Quiet: The Power of Introverts in a World that Can't Stop  
 Talking* (Cain), 229  
 Quinn, J. M., 68

## R

Rao, R. P. N., 93  
 rational engineers, 50–51  
 Raviv, D., 44, 45  
 Renaissance, 141–142  
 Restak, R., 160  
 reusable-type printing press, 30–31  
 reverse osmosis, 318–319  
 Reynolds, G., 148  
 Rhein, B., 123, 125  
 Ricard, M., 293, 295  
 Rico, G., 149  
 right-handed, advantages of, 78  
 right hemisphere, capabilities of, 58–60, 202  
 Rizzo, B., 45, 121, 124, 156, 287, 288, 290, 295, 301, 340  
 Roam, D., 258, 262  
 Roane, S., 126  
 Robinson, J., 73  
 Rogers, J. D., 171  
 Rush University Medical Center Study, 91  
 Russell, J., 211

## S

sameness approach, avoiding, 146–147  
 Sanborn, M., 219  
 Sandhu, N., 321  
 Sandstrom, G. E., 132, 133  
 Sarkisian, M., 249  
 Schneider, J. A., 91  
 Seepersad, C. C., 107, 108  
 Seifert, C. M., 288  
 senses, brain and, 55–56  
 serotonin, 81. *see also* neurotransmitters  
 Shandrow, K. L., 238



Shapiro, A., 283  
Sharot, T., 76  
Shearer, J. S., 331  
Shelnutt, J. W., 245, 257  
Sheth, J., 235  
Shields, R., 50  
Shipman, C., 83  
Shlain, L., 60, 78, 221, 230, 261  
Shook, D., 249  
significance, 28–29  
    defined, 28  
Simonton, D. K., 208  
Single Photon Emission Computed Tomography (SPECT), 86  
6TCM. *see* Six Thinking Caps Method (6TCM)  
Six Thinking Caps Method (6TCM), 106, 268–275  
    features of, 274, 275  
    group use of, 271–273  
    neuroscience and, 274–275  
    working of, 270–271  
Size-Time-Cost (STC), 172  
Skaggs, W., 62  
Slaughter, D. C., 309  
Slocum, M. S., 285, 286  
Smallowitz, H., 124  
Smiles, S., 133  
Smith, A., 50, 143, 228–229  
Smith R., 238  
Snowdon, D., 90  
Sobel, A., 235  
Somerville, M., 126, 200–201  
Somma, A. M., 110  
SPECT. *see* Single Photon Emission Computed Tomography (SPECT)  
split-brain studies, 60, 84–85  
STC. *see* Size-Time-Cost (STC)  
Steiner, C., 33, 220  
stewardship with engineering, 36–37  
Stocco, A., 93  
storming, 145–146  
storm water, street storage of, 165–168  
Stover, E., 80, 81, 82, 83  
Straus, S., 142  
Strauss, Joseph, 227–228  
Strayer, D. L., 73, 108  
Stream of Consciousness Writing, 156–158  
    features of, 158  
    group application, 157  
    individual application, 156–157  
    neuroscience and, 157–158  
Strengths-Weaknesses-Opportunities-Threats (SWOT), 158–160  
    examples of, 159

    features of, 160  
    neuroscience and, 159–160  
studious, as creative/innovative individuals  
    characteristic, 219–226  
Stuewer, R. H., 228  
subconscious mind  
    conscious mind *vs.*, 66–68  
    working of, 64–65  
subcortex, 63–64  
success, 28–29  
    defined, 28  
    in knowledge age, 33  
*Successful Education: How to Educate Creative Engineers* (Arciszewski), 278  
Supportive Culture and Physical Environment  
    method, 275–285  
    benefits of, 277–278  
    elements of, 281  
    features of, 285  
    impact of physical environment, 278–279  
    influence of culture, 275  
    neuroscience and, 284–285  
suspension bridge, 131–133  
Sweet, C., 238  
SWOT. *see* Strengths-Weaknesses-Opportunities-Threats (SWOT)  
synapses, 52

## T

Taco Bell restaurant company, 165  
Taking a Break, 160–163  
    examples of, 162–163  
    features of, 163  
    neuroscience and, 163  
Taking Time to Think method, 291–295  
    feature of, 294–295  
    mindfulness, 293  
    neuroscience and, 294  
    writing as way of, 293–294  
Tampa Bay Seawater Desalination facility, Florida, 319  
Tanner, C. C., 250  
Taylor, J. B., 58, 59, 60, 62, 309, 311  
teaching–learning method, 35  
team development process, 144–146  
TED Talks, 315–316  
telephone, 130  
television, 198  
Tesla, Nikola, 37, 239  
testosterone, 81  
thalamus, 53  
Theory of Evolution, 128

- Theory of Inventive Problem Solving (TRIZ), 37, 199, 285–291  
     feature of, 291  
     neuroscience and, 291  
     procedural steps, 286–291
- Tice, L., 64, 67, 163
- Tierney, J., 49
- Tischler, L., 250
- To Engineer is Human* (Petroski), 197
- Toldi, C., 113, 114
- Tompkins, J., 146
- trans fats, 88
- transportation engineering, 320–324
- trepanation, 50
- Triune Brain Model, 52–53
- TRIZ. *see* Theory of Inventive Problem Solving (TRIZ)
- trust, 235–236
- U**
- Upson, S., 86
- V**
- Vanderbilt, T., 232, 252
- Van Der Zee, J., 31, 37
- Van Doren, C., 30, 31, 111, 129
- vegetables, 89
- Velcro, 29–30
- Venkatraman, L., 284
- Verplanken, B., 68
- vision, brain and, 55–56
- voice tone  
     and emotions expressions, 82–83  
     reading, 82–83
- von Helmholtz, Hermann, 228
- von Oech, R., 165, 200
- vulcanization, 109–110
- W**
- Wagner, T., 35, 217, 219, 226, 230, 233
- Wait, M., 52, 53
- Walesh, S. G., 31, 33, 35, 38, 40, 49, 61, 74, 75, 114, 123, 124, 130, 152, 155, 161, 166, 168, 198, 200, 203, 206, 211, 228, 233, 241, 253, 259, 281, 301, 331, 342
- Wall, M., 307
- Wallace, R., 221, 230, 259, 340
- Wankat, P. C., 143
- water resources engineering, 324–331  
     guidelines, 324–325
- Watson, J. M., 73, 108
- Weed Eater, 230–231
- Weingardt, R. G., 31, 228, 230, 239
- What If?, 163–172  
     examples of, 165–172  
     features of, 172  
     neuroscience and, 172
- Wheeler, R., 136
- Whelan, B., 309, 311
- White, K. D., 31
- white matter, 52
- whole-brain methods, 102–105, 338–339. *see also*  
     specific methods  
     caveats, 111–112  
     errors/accidents, 109–111  
     in facilitation, 114  
     working of, 108–109
- wicked problems, 35–36
- Willis, Thomas, 50
- Wilmot, W. W., 197, 210, 224, 234
- Wilson, D. H., 335
- Wilson, R. S., 91, 153, 154
- Witters, S. A., 341
- Wolf, C. C., 57
- Wolff, J., 142, 295
- Wood, W., 68
- Woolley, A., 83
- X**
- xerography, 237–238
- X-rays, 86
- Y**
- Yesiller, N., 188
- Yilmaz, S., 288
- Yu, L., 91
- Z**
- Zimmer, C., 52, 86
- Zinsser, W., 293, 294
- Zull, J. E., 55, 93















