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from



A More Beautiful Question

The power of inquiry to spark breakthrough ideas

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1. Why are we doing this particular thing in this particular way?
 2. Why does a 4-year-old girl begin to question less at age 5 or 6? And what are the ramifications of that, for her and for the world around her?
 3. With so much evidence in its favor and with everyone from Einstein to Jobs in its corner, why, then, is questioning under-appreciated in business, under-taught in schools, and under-utilized in our everyday lives?
 4. If we look at the questioners versus the non-questioners, who seems to be coming out ahead?
 5. If, as Einstein tells us, questioning is important, why aren't we trying to stem or reverse its decline by finding ways to keep questioning alive?
 6. Why do some keep questioning, while others stop? (Was it something in the genes, in the schools, in the parenting?)
 7. If companies were to train people to question, and create systems and environments that encourage them to do so, how might they go about it?
 8. If we know (or at least strongly suspect) that questioning is a starting point for innovation, then why doesn't business embrace it?
 9. Why don't companies train people to question, and create systems and environments that would encourage them to keep doing so?
 10. Can we rekindle that questioning spark we had at age four?
 11. How can we develop and improve this ability to question?
 12. If facts are entitled to an index, then why not questions
 13. Why are we here, How does one define 'good,' Is there life after death? (questions not covered in this book)
 14. How might I tackle a longstanding problem that has affected my community, my family?
 15. What if I come at my work or my art in a whole different way?
 16. What is the fresh idea that will help my business stand out?
 17. If they can put a man on the moon, why can't they make a decent foot?
 18. I wonder if this prototype will hold up better than the last one?
 19. Why don't they come up with a better shovel?
 20. How might we prepare during peacetime to offer help in times of war?
 21. What if this change represents an opportunity for us? How might we make the most of the situation?
 22. What business are we in now—and is there still a job for me?
 23. Now that we know what we now know, what's possible now?
 24. Who is to blame?
 25. Why are we falling behind competitors?

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26. Can animation be cuddly?
 27. Could the energy from the radio waves be used to actually cook food? (box)
 28. Why did my candy bar melt? (and will my popcorn pop?) (box)
 29. How am I going explain this charge to my wife?
 30. What if a video rental business were run like a health club?
 31. Why do we have to wait for the picture?
 32. Why should I have to pay these late fees?
 33. I established myself over the years. Why should I have to start over?
 34. With all that's changing in the world and in our customer's lives, what business are we really in?
 35. How is my field/industry changing?
 36. What trends are having the most impact on my field, and how is that likely to play out over the next few years?
 37. Which of my existing skills are most useful and adaptable in this new environment—and what new ones do I need to add?
 38. Should I be thinking more in terms of finding a job—or creating one?
 39. Should I diversify more—or focus on specializing in one area?
 40. Are questions becoming more valuable than answers?
 41. Can technology help us ask better questions?
 42. What if we could paint over our mistakes?
 43. What is the agenda behind this information? How current is it? How does it connect with other information I'm finding?
 44. Is "knowing" obsolete?
 45. If they can put a man on the moon, why can't I (not "they") make a decent foot?
 46. Why did a prosthetic foot have to be shaped like a bulky human foot? Did that even make sense?
 47. Why did this have to happen to me?
 48. Why does it all begin with Why?
 49. Why was there so much emphasis on trying to match the look of a human foot? Wasn't performance more important?
 50. Why aren't the players urinating more?
 51. Why am I not happy with my life as it is?
 52. Why is my career not advancing in the way I'd hoped? Or if it is advancing, and I'm still not happy, why is that?
 53. Why is my father-in-law so difficult to get along with?
 54. Why is my product or service failing to connect with customers who ought to love it?
 55. Are we afraid of questions, especially those that linger too long?

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56. Are we too enthralled with answers?
 57. How do you move from asking to action?
 58. What if a car windshield could blink?
 59. Why can't a wiper work more like my eyelid, blinking as much (or little) as needed?
 60. Instead of a traditional L-shaped lower leg and foot, what if he dispensed with the heel and created a limb that was one smooth continuous curve, from leg to toe?
 61. What if a human leg could be more like a cheetah's?
 62. What if you could somehow replicate a diving board's propulsive effect in a prosthetic foot?
 63. How do I actually get this done?
 64. How do I begin to test that idea, to see what works and what doesn't?
 65. How do I decide which of my ideas is the one I'll pursue?
 66. If/when I find it's not working, how do I figure out what's wrong and fix it?
 67. How did "master questioners" come to be that way? And why aren't more people like that?
 68. Why does it have to cost so much? What if the design were tweaked in some way—through new materials, different processes—so as to make the limb accessible to more people? How might I make that work?
 69. Papa, why can't we go outside?
 70. Why do kids ask so many questions? (And how do we really feel about that?)
 71. Why is the sky blue?
 72. Why does questioning fall off a cliff?
 73. Do kids stop questioning because they've lost interest in school, or do they lose interest in school because their natural curiosity (and propensity to question) is somehow tamped down?
 74. Is the 'student cliff' even scarier than the fiscal cliff?
 75. Why do we want kids to "sit still" in class?
 76. If schools were built on a factory model, were they actually designed to squelch questions?
 77. Why are we sending kids to school in the first place?
 78. What if our schools could train students to be better lifelong learners and better adapters to change, by enabling them to be better questioners? How might we create such a school?
 79. What kind of preparation does the modern workplace and society demand of its citizens? What kind of skills, knowledge, capabilities are needed in order to be productive and thrive?

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80. Can a school be built on questions?
 81. Is a test-driven education the most likely path for producing an inventive and feisty citizenry?
 82. What might the potential for humans be if we really encouraged the spirit of questioning in children, instead of closing it down?
 83. What would it look and sound like in the average classroom if we wanted to make 'being wrong' less threatening?
 84. How do we know what's true or false? What evidence counts?
 85. How might this look if we stepped into other shoes, or looked at it from a different direction?
 86. If you can't imagine you could be wrong, what's the point of democracy? And if you can't imagine how or why others think differently, then how could you tolerate democracy?
 87. Is there a pattern? Have we seen something like this before?
 88. Isn't there anything better than this?
 89. Why do movie tickets cost the same for hits or duds?
 90. What's interesting to me?
 91. How long is it gonna take to fill up?
 92. Who is entitled to ask questions in class?
 93. Do we really want 300 million people who actually think for themselves?
 94. Would students who are battling against stereotypes be less inclined to interrupt lessons by asking questions, revealing to the rest of the class that they don't know something?
 95. How do you make science enjoyable for kids?
 96. What is a flame?
 97. What is time?
 98. If we're born to inquire, then why must it be taught?
 99. What can the people thinking about social problems or making social policy learn from the people who are actually affected by those problems?
 100. What if we could find a way to help parents ask better questions at school meetings?
 101. How might parents make their kids better questioners?
 102. How come we've never done this before?
 103. What if we take our adult question-formulation program and adapt it for school-age kids?
 104. Can we teach ourselves to question?
 105. Is it not curious, then, that the most significant intellectual skill available to human beings is not taught in schools?,

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106. Why do we have to wait for the picture?
 107. How would one print a positive? How would you configure both negative film and positive paper in the back of the camera?
 108. What if you could somehow have a darkroom inside a camera?
 109. Why can't the camera be easier to use?
 110. Why does stepping back help us move forward?
 111. In a world that expects us to move fast, to keep advancing, and to just 'get it done,' who has time for asking why?
 112. What do I want from life, anyway?
 113. Why am I not happy? (And what if I were to do something about that?)
 114. Why aren't all enterprise software applications built like Amazon and eBay?
 115. Why does it pay to swim with dolphins?
 116. What does it mean to be convinced?
 117. When we step back, what do we then see?
 118. Why did George Carlin see things the rest of us missed?
 119. Why can't computers do more than compute?
 120. Why do we do things the way we do them?
 121. How many squares do you see?
 122. Why should you be stuck without a bed if I've got an extra air mattress?
 123. How can we get those with money to pay more?
 124. What if the ambulance doctors also carried the cots?
 125. Why can't India have 911 emergency service?
 126. Why can't we find a place for these people to crash for a night or two? What if we provide more than just a mattress to sleep on?
 127. What if we could create this same experience in every major city?
 128. What if we take this idea on the road, and test it in another city?
 129. How would those visitors, and the people with space to rent, learn about Airbnb?
 130. What if we spent the next hundred years sharing more of our stuff? What if access trumped ownership?
 131. What if you could pay online?
 132. Why are we limiting this to the US? What if go global?
 133. Why should we, as a society, continue to buy things that we really don't need to own?
 134. What makes you think you know more than the experts?
 135. Why should I believe you when you tell me something can't be done?
 136. Why should we settle for what currently exists?

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137. What are the underlying assumptions of my question? Is there a different question I should be asking?
 138. Why am I asking why?
 139. Why did I come up with that question?
 140. Why must we 'question the question'?
 141. Why do you exercise? Why is it healthy? Why is that important? Why do you want to burn calories? Why are you trying to lose weight? (*example of "the 5 Whys"*)
 142. Before we try to do this thing worldwide, how might we make it work in our own backyard?
 143. How can we get more incubators to the places that need them?,
 144. Why aren't people in developing countries using the incubators they have?
 145. Why is my father-in-law difficult to get along with? *Is my father-in-law difficult to get along with?* (closing an open question)
 146. Why is my father-in-law so difficult for *me* to get along with?
 147. How can we make an incubator out of car parts?
 148. What if local communities could have the means to create their own sources of water?
 149. What if we could provide incubators that were easy to maintain and fix?
 150. Why isn't the water reaching the people who need it?
 151. How do we make gadgets that fit into people's lives?
 152. What is our patient experience really like?
 153. Why do some people act on a question?
 154. Why is this my problem? And if it's not my problem, why should it be?
 155. Why can't good musicians find the audience they deserve?
 156. What if there was a way to use music profiling to somehow connect Aimee Mann with an audience inclined to like the kind of music she makes?
 157. What if there was a radio station that could know what songs you would like before *you* knew?
 158. How can we combine this money-making thing with that money-making thing to make even more money?
 159. What can be added to Cracker Jack to make it even more appealing?
 160. What if we combine three snacks into one? (And then add a prize?)
 161. What if I put this together with that?
 162. What if this amusement park could be like a movie, brought to life?
 163. What if we combine A and B? Or A and Z? (Or better yet, A and 26?)
 164. What if your brain is a forest, thick with trees? (And what if the branches touch?)
 165. What if dots and dashes could sort the world?

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166. What if Morse code, with its elegant simplicity and limitless combinatorial potential, could be adapted graphically?
 167. What if you sleep with a question? (Will you wake with an answer?)
 168. Why isn't there a fast, inexpensive test for pancreatic cancer?
 169. How am I actually going to make this thing real... and affordable... and reliable?
 170. What if I combine these different ideas to solve this one problem?
 171. What if I dispersed a single wall carbon nanotube with an antibody to a protein overexposed in pancreatic cancer?
 172. What if your ideas are wrong and your socks don't match?
 173. What if prisons had no walls?
 174. What if prisons could be turned inside out, with the convicts released instead of incarcerated?
 175. What if some company started selling socks that didn't match?
 176. What if your bank was run by the makers of Sesame Street? Would there be puppets in place of tellers?
 177. What if we could not fail?
 178. What if we could start with a blank page?
 179. How can we give form to our questions?
 180. What if a clock had wheels?
 181. What if I put wheels on it?
 182. What if it was harder to turn off the alarm clock? What if your alarm clock forced you to get out of bed and chase after it?
 183. Why am I oversleeping, why isn't my alarm clock getting me up?
 184. How do we gear up production? How do we handle the orders? How do we launch a full-fledged business?
 185. How might we roll luggage instead of lugging it?
 186. What if I put wheels on these suitcases?
 187. How do you build a tower that doesn't collapse (even after you put the marshmallow on top)?
 188. How do you make a hard-boiled egg's shell disappear?
 189. What does an offbeat test involving marshmallows and kindergartners mean to those of us operating in the real world?
 190. What if you could boil an egg in a hard-boiled egg shape, but with the shell off?
 191. Why is torture effective? How do you define torture? Can torture make you happy? Does torture have anything to do with justice? Who are mostly to be tortured? How can someone's pain be the price for the outcome you want? (questions asked by schoolchildren using the RQI program)
 192. How can you learn to love a broken foot?

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193. How do I learn to learn from failure?
 194. Am I failing 'differently' each time?
 195. Do you find this question as interesting as I do? Want to join me in trying to answer it? (collaborative inquiry)
 196. Why did the idea/effort fail? What if I could take what I've learned from this failure and try a revised approach? How might I do that?
 197. How do you fit a large golf course on a small island?
 198. What if golf balls simply traveled too far?
 199. How might we create a symphony together?
 200. If Stephen Hawking can communicate through a machine, why don't we have a way for an artist like Quan to draw again?
 201. Knowing that laser technology can be used to create art, hands-free, what if we can figure out a way for Quan to control the laser with his eyes?
 202. How do I create vibration in the air without actually moving something?
 203. How might we cut the cord?
 204. If not now, then when? If not me, then who?
 205. Why are we still tethered to an outlet when recharging our devices?
 206. How might we turn music into a more participatory experience?
 207. What does Toronto sound like?
 208. What if we found another way to control the laser? What if it could be done by thinking, not blinking?
 209. Why does the limb I created cost so much to produce? What if I could use different materials, a new design, a simpler manufacturing process to lower the cost?
 210. Why are the smartest people in the world having this problem?
 211. Why do smart business people screw up?
 212. Should we make better products that we can sell for higher profits to our best customers—or make worse products, that none of our customers would buy, and that would ruin our margins?
 213. What if the business market is now upside-down—and the bottom has risen to the top? How should my business respond to this new reality? How do we re-write the old theories?
 214. Why didn't others—particularly the smart people running those companies he studied—see the “innovator's dilemma” themselves?
 215. Why did it take a business professor to point out what was going on in their businesses, their industries, under their own noses?

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216. Why were only the newcomers seizing this opportunity? Why weren't the established leaders, with all their know-how and resources, able to dominate the low end of the market as well as the high end?
 217. How can we save a little bit of money, make it a little more efficient, where can we cut costs?
 218. Why does the world need another company? Why should anyone care about us? How in the world are we going to break through?
 219. Are we really who we say we are?
 220. Was it an original and worthwhile idea? And was this show the very best realization of that idea?
 221. Why are we in business? (And by the way—what business are we really in?)
 222. How can we minimize that [environmental] impact given that there is a tremendous carbon footprint operating a \$570 million business?
 223. Who have we (as a company) historically been, when we've been at our best?
 224. What business are we in now?
 225. What is true about us, at our core?
 226. What was our higher purpose at the outset? And how can we rally people around that today?
 227. Who must we fearlessly become?
 228. What if a running shoe could run your life?
 229. If we were kicked out of the company, what do you think the new CEO would do?
 230. What business is Nike really in?
 231. What if our company didn't exist?
 232. What if different leaders were brought in?
 233. What if we were to compete against ourselves?
 234. What would we do if the goal were to aggressively cannibalize ourselves?
 235. Who would miss us?
 236. What if money was no object? How might we approach the project differently?,
 237. What should we *stop* doing?
 238. What if we could become a cause and not just a company?
 239. What if we could only charge ten bucks for our hundred dollar service?
 240. What does the world hunger for?
 241. What does the world need most... that we are uniquely able to provide?
 242. Do we want to take a shortcut on this, or do it right?
 243. How can we drive more ounces into more bodies, more often?
 244. What are we against?
 245. What if I peel off the skin and cut them into perfect mini-carrots?

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246. What if we marketed baby carrots like junk food?
 247. How can we make a better experiment?
 248. How do companies get better at experimenting?
 249. What if we asked people not to buy from us?
 250. What will we learn?
 251. Does a brainstorm produce more lightning when it's raining questions?
 252. Is this a problem I could solve?
 253. What is our Petri dish?
 254. What is something I believe that nearly no one agrees with me on?
 255. What is your tennis ball?
 256. Where in the company is it safe to ask radical questions?
 257. Where is the place we can be a startup again?
 258. Where, within the company, can you explore heretical questions that could threaten the business as it is—without contaminating what you're doing now?
 259. Will this make people's lives meaningfully better?
 260. How would IKEA tackle a challenge like this?
 261. What if your idea had to involve speed dating? Or puppets?
 262. What would Jay-Z do in this situation? How would J.K. Rowling think about this?
 263. What would Neil Patrick Harris do?
 264. How might we create a more refreshing soap of our own?
 265. Why are we trying so hard to make another green-striped soap?
 266. How might we predict whether a flu outbreak is going to happen, based on search queries?
 267. Do we really need this? What can we take away?
 268. What if all you needed to swipe a credit card was a smart phone or tablet?
 269. Why can't everyone accept credit cards?
 270. Why is that only companies are able to accept credit cards?
 271. Will anyone follow a leader who embraces uncertainty?
 272. Who is your customer? What business are you in?
 273. What does a CEO look like and feel like? What's the texture of what you're supposed to be?
 274. Where did the balance between thinking and doing get out of equilibrium?
 275. Should mission statements be mission questions?
 276. What if we were to take the typical mission statement and hang a question mark on the end of it?
 277. Are we all on this mission together?
 278. Does the mission still make sense today?

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279. Are we, as a company, still living up to it (if we ever did)?
 280. What can we offer that Amazon can't?
 281. What if a bookstore could be like summer camp?
 282. Does a mission mean anything if the people throughout the company don't feel invested in it?
 283. Do we really want a culture of inquiry?
 284. How might we create a culture of inquiry?
 285. Why are you trying to ruin the company?
 286. How do you reward questioning?
 287. If an employee asks questions at our company, is he/she asking for trouble?
 288. What if I put plastic coating on guitar strings?
 289. Why can't I get the gears on my mountain bike to shift more smoothly?
 290. How do you make a company that's more like a car pool?
 291. Is this opportunity real? Is there a customer who needs it?
 292. Who's my boss?
 293. How do we transform a workplace into a learn-place?
 294. What if we could create the experience of a TED conference, every day, within the company?
 295. What would you do if you ran the U.S. Postal Service?
 296. How much will it cost? Who's going to do all this new work? What happens if the idea fails?
 297. What if a job interview tested one's ability to ask questions, as well as answer them?
 298. Why should we 'live the questions'?
 299. Why weren't loans going to the entrepreneurs who, potentially, could solve some of these countries' most pressing needs and biggest problems?
 300. Did Novogratz want to leave a secure, well-paid job in banking for a risky one in the nonprofit sector? What was most important to her, at this point in her life? What would her family think if she walked away from a promising business career?
 301. What if we could help parched small farms around the world to double their yield?
 302. What if we could invest as a means and not as an end?
 303. What if we could limit the spread of malaria in Africa—and create jobs in the process?
 304. Why can't we use solar power to create low-cost lights for the poor?
 305. Why doesn't India have its own 911-type ambulance system?
 306. Who or what is this predator, and why is it chasing us?

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307. Why are you climbing the mountain?
 308. How might I live up to my own sentence?
 309. Looking back on your career, 20 or 30 years from now, what do you want to say you've accomplished?
 310. What are you all about? What makes you tick?
 311. What is your sentence?
 312. How do I improve my standing in the company and enhance my job security?
How can I angle for a promotion?
 313. What is waiting for me at the top?
 314. What am I going to do once I get there?
 315. Am I enjoying the climb itself?
 316. What am I leaving behind, down below?
 317. Why am I climbing this mountain in the first place?
 318. Why do so many people long for a big house in the suburbs?
 319. As we rush around, from task to task and from one distraction to the next, is it possible that "questioning," itself, is the predator we're trying to escape?
 320. What if we find we have no good answers to the important questions we raise?
 321. Why do we tend to avoid taking the time to ask important and fundamental questions about our lives?
 322. How can I find the meaning of life? (cited as example of a "worthless question")
 323. Is there something else you might want to want—besides what you've been told to want?
 324. When I look back in five years, which of these options will make the better story?
 325. How many people does it take to change a light bulb for a senior citizen?
 326. Sooner or later, like it or not, you'll be faced with challenging questions—so why not get in the habit of asking them sooner?
 327. Before we "lean in," what if we stepped back?
 328. What if we start with what we already have?
 329. What is all of this technology taking away from us?
 330. What should I have for lunch later on? What time do I need to pick up the kids?
(examples of "small thought" questions)
 331. When is my tech Shabbat?
 332. Where is my tortoise enclosure?
 333. What am I grateful for?
 334. Why don't I have more money, a better job, a bigger circle of friends?
 335. Why is it that people who have so little and have suffered so much seem to be happier than others who are more fortunate?

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336. If being a beautiful, talented, amazing movie star doesn't make you happy, then what does?
 337. What is important to you?
 338. How might I find that sense of community and connectedness I experienced in those small villages in Africa and India?
 339. What did I love doing as child?
 340. What has worked for me before—and how can I bring more of that into my life now?
 341. Why don't I know more of my neighbors?
 342. What are you doing when you feel most beautiful?
 343. When you're in a bookstore, what section are you drawn to?
 344. Why do I seem to "shine" when doing certain things? What if I could find a way to incorporate these interests/activities, or some aspect of them, into my life and my work?
 345. What if I tried that myself?
 346. What if you made one small change
 347. What if you really lived by everything in the Bible?
 348. What if I outsourced my life?
 349. Why did A.J. Jacobs use Crest toothpaste?
 350. What if a TV drama could inspire real-life change?
 351. Why do it the same old way? What if you tried something different?
 352. What would an optimistic, confident person do?
 353. What would you attempt to do if you knew you could not fail?
 354. What if cost wasn't an issue—how might we do things differently?
 355. If the worst happens, how could I cope?
 356. What does failure mean to me: Do I see it as an end-state, or a temporary stage in a process? How do I distinguish between an acceptable failure and unacceptable one? Can I use productive "small failures" as a means of avoiding devastating "big failures"?
 357. What if I fail—how will I recover?
 358. What if we could map the DNA of music?
 359. How might we pry off the lid and stir the paint?
 360. What if I do nothing?
 361. What if I succeed?
 362. What's truly worth doing, whether you fail or succeed?
 363. How do you feel about the condition of the river?
 364. How do you explain the condition of the river to your children?
 365. How are you preparing your children to clean up the river?

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366. What would you do to reach yourself?
 367. Do you care about gun violence?
 368. Are you for gun responsibility?
 369. If we don't agree on an answer yet, can we at least come to terms on a question?
 370. What are the odds I'm wrong?
 371. Why is it difficult for my father-in-law to get along with me?
 372. Why might they see the issue this way? Why do I see it differently? What assumptions are we each operating under?
 373. Considering we only see each other at chaotic family gatherings, what if we could arrange to meet in a more relaxed setting?
 374. How might we, as a family, better serve the community? How might we carry on the tradition of our forebears?
 375. What went well in the family this past week?
 376. What could we do better?
 377. What things will we commit to working on in the coming week?
 378. Why, exactly, do I feel as if we're not getting along? Why do I want to try to change that?
 379. How can an obese person be hungry?
 380. How will you find your Beautiful Question?
 381. Why do we have a situation in this country wherein 1 in 6 people is hungry?
 382. Can we still afford to have so many people retire in their 60s?
 383. How do we get food from the supermarket to the food desert?
 384. Is retirement really the most satisfying, productive way to spend one's later years?
 385. Should we retire the concept of 'retirement'?
 386. What if you could use one problem to solve the other?
 387. Why can't we turn this dependence into abundance?
 388. Why does so much good food end up in landfills?
 389. Why not give the food away?
 390. How do we do the launch, how do we get people in the door, how do we make the numbers add up?
 391. What if we offer a bargain instead of a handout?
 392. Why would I want to limit myself to one beautiful question? And if I did, how would I figure out the right one for me?
 393. How can I encourage questioning in my child?
 394. How do I stay inspired?
 395. Why do so many lack this basic thing that the rest of us take for granted? (water)

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- 396. How do we continually find inspiration so that we can inspire others?
 - 397. Why we do the work we do, and what if we could take it to a different place and another level? How, exactly, might we do that?
 - 398. What do you want to say? Why does it need to be said? What if you could say it in a way that has never been done before?
 - 399. What if it turned out the tool with which to cultivate ignorance had been right there in our back pocket, ever since childhood?
 - 400. What if we cultivated ignorance instead of fearing it?