

A *New* Way  
TO  
Wealth



New York Times  
Bestselling Author

Bruce Piasecki

**PRAISE FOR  
A NEW WAY TO WEALTH**

“*A New Way to Wealth* is a master work on work in a world of change. Piasecki has done it again—33 years after being one of the first to write about climate change and the search for environmental excellence.”

—**Chris Coulter**  
*CEO, GlobeScan*

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

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

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

—**Daniel Sherrell**  
*Author of Warmth: Coming of Age  
at the End of Our World*

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

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

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

—**Paul Grondahl**

*Director of the NYS Writers Institute at  
the University at Albany, and author of several books*

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

—**Dr. Dominic Emery**

*Chief of Staff, bp*

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

—**Brian Kellogg**

*Director, Global EHS, KLA*

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

—**Ken Strassner**

*Yale Attorney*

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

—**L. Rostaing (Ross) Tharaud**

*Attorney*

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

—**William Throop**

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

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

—**Dinah A. Koehler, Sc.D.**

*Harvard, Board Member of the Medical  
Consortium on Climate and Public Health*

**A SELECTION OF OTHER BOOKS  
BY BRUCE PIASECKI**

*Doing More With Teams*

*World Inc*

(in English and foreign editions)

*Corporate Environmental Strategy*

*Diplomacy and Longevity:*

*The Lives of Frank Loy and Steve Percy*

*Environmental Management  
and Business Strategy*

*Giants of Social Investing:*

*John Streur and Jack Robinson*

*Swallowing the Earth Whole:*

*The Lives of Frank Loy and Steve Percy*

*Doing More With Less*

*In Search of Environmental Excellence*

*Missing Persons: A Memoir*

*New World Companies*

*The Quiet Genius of Eileen Fisher*

*The Social Intelligence of Linda Coady*

*The Surprising Solution*

(Updated paperback edition of *World Inc*)

A *New* Way  
TO  
Wealth



The Power of  
Doing More  
with Less

**Bruce Piasecki**

# A *New* Way TO Wealth

## The Power of Doing More with Less

by Bruce Piasecki

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## INTRODUCTION



BY MICAH SHIPPEE, *PH.D.*,  
CEO, *READY LEARNER ONE*

*A NEW WAY TO WEALTH* is Bruce Piasecki's nineteenth book.

This short but smart new book is based on his 40 years as the owner and CEO of a management consulting firm that knows firsthand the power of doing more with less. Piasecki's firm, AHC Group ([www.ahcgroup.com](http://www.ahcgroup.com)), has helped Toyota enter the global market with their hybrid powertrain. They helped Walmart enter Africa efficiently, with strategic partners across five years. In recent years, they worked on competitive frugality with such globe-spanning giants as bp on its energy transformation, and Merck and Walgreens on their needs to flourish in a time of Covid-19.

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

What you are about to experience is the ultimate summary of his career: a down-to-earth, readable, and optimistic narrative in nine chapters and a prelude that sing.

### **THE NATURE OF MODERN WORK**

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

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

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

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

I met Dr. Bruce Piasecki in a phone call through our mutual colleague, Bobby Carlton, the Executive Director of Immersive Experiences at Ready Learner One. His love of historical precedent and well-read nature are clear in his writings and conversation. We met over the next few months, via

video-chat, to discuss Piasecki's work and aspiring legacy. As we entered a formal partnership, my firm began creating engaging course experiences leveraging the vast knowledgebase of Bruce's work.

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

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

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

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

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

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

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

## FITTING PIASECKI INTO CULTURAL HISTORY

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

In this new book, you will learn to:

- Explore your role as a leader in our changing society. Piasecki's approach helps you refine your skills at being frugal, inventive, and diplomatic.
- Navigate times when intervention is required to make massive changes in your life or firms. This helps you develop the competitive skills to be rapidly on-boarded in complex teams.
- Leverage your leadership skills to use social capital to create a culture of frugality during tough economic times.

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

## WHAT DOES PIASECKI MEAN BY “COMPETITIVE FRUGALITY”?

There is a deep paradox and insight behind Piasecki's chapters. The word “frugality” speaks of self-restraint and self-control, two words not commonly found in business. Competitive Frugality is, after all, self-control employed to

relinquish self-centeredness in order to stop wasting time, energy, and resources. This is the lasting gift in Piasecki's book.

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

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

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

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

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

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

Enjoy your journey into this book!

Your guide, Dr. Bruce Piasecki, will expertly lead you through the knowledge acquisition necessary for you to bring

positive change into your context. I hope you enjoy the parallel *immersive* learning experiences we are bringing to this work through Ready Learner One.

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

—*Micah Shippee Ph.D., CEO, Ready Learner One*

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### POSTSCRIPT BY AUTHOR

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

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





## AUTHOR'S NOTE: A VISION TO EMBRACE

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

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

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

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

—Bruce Piasecki

## ABOUT THE AUTHOR



## BRUCE PIASECKI



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

# What is Wealth? What is Enough?

The path to success and the full glory of wealth is doing more with less!

Inspired by the wisdom of Ben Franklin, Bruce Springsteen, and Bob Dylan—and their competitive insights into frugality—Bruce Piasecki draws from a lifetime of specializing in corporate governance, energy, and product and environmental strategy, and calls for an urgent new era of restraint, public mindedness, and social purpose in capitalism. This book helps you explore the differences between self-determination and self-actualization in a time of carbon and capital constraints.

*A NEW WAY TO WEALTH* will empower you, your teams, employees, learners, leaders, and organizations during these times of challenging social change, to be successful through frugality; to refocus with a sense of conviction; to refine instincts for innovation and survival; to build competitive advantage; and to learn to accelerate progress through positive relationships. In this power rests the ability to live a fulfilling life, to promote social good, and to achieve organizational sustainability and growth.

“*A New Way to Wealth* is a master work on work in a world of change. Piasecki has done it again.”

—CHRIS COULTER, CEO, GlobeScan

“Inspired by the way Bob Dylan, Bruce Springsteen, and Ben Franklin lived their creative lives, *A New Way to Wealth* is the catalyst needed for a conversation to discover your own solutions.”

—BOBBY CARLTON

Director of Immersive Learning, Ready Learner One

“Piasecki has created a new metric in these pages, the concept of ‘competitive frugality,’ explained in practical detail in one coherent swoop.”

—RICHARD ELLIS, Vice President,

Corporate Social Responsibility, Walgreens Boots Alliance



Dr. Bruce Piasecki is the founder of a global management consulting firm, AHC Group, Inc., and a *New York Times* bestselling author on shared value and social response capitalism.