especially pre-game tailgate parties, can yield lots of data but some of your participants may be drug or alcohol impaired. Museums, zoos, and amusement parks, can be effective places to recruit subjects. However some of these venues prohibit soliciting and yield low response rates because visitors prefer the attraction to filling out surveys. Although Friday night movie lines get long, most moviegoers are on dates or with friends, neither of which make them amenable to filling out questionnaires. For those of you in coastal cities, beaches can be great places to recruit participants. Sunbathers are often doing nothing but tanning and are willing to fill out surveys. Plus, sending research assistants to the beach can be a great way to boost morale. However, depending on the time of year participants can be scarce.

A final place to recruit participants is on campus. Student centers, dining halls, and bookstores have the advantage of being convenient. However, the subject pool is easy exhausted, especially at smaller schools, as it partially refreshes only once a year. Further, there is a chance you will contaminate the psychology subject pool, making it harder to recruit subjects for non-survey research. You are also limiting your sampling to young, educated people.

Another way to gather survey data is online. This method has the potential to gather lots of information quickly and inexpensively. However, a review of online survey methodology is beyond the scope of this article. For an excellent resource on internet experiments, I recommend "Psychological Experiments on the Internet" edited by Michael Birnbaum.

This is by no means an exhaustive list but hopefully it will make data collection easier and more efficient.

Why Not "Why Not?"?

Ingenuity and Creativity in Problem Solving à la Nalebuff and Ayres

A review of:
Barry Nalebuff & Ian Ayres, *Why Not? How to Use Everyday Ingenuity to Solve Problems Big and Small* (Boston, Massachusetts: Harvard Business School Press, 2003).

By Gregory Todd Jones[†]

Until relatively recently, judgment and decision making literature has focused on the information processing phases of these tasks, paying little attention to the role of creativity in the development of alternative solution sets and the design of innovative processes. Much of the new work related to innovation and creativity is either built around ex post exploration of cases or collections of problems designed to highlight particular algorithms or lessons of logic. Barry Nalebuff and Ian Ayres have done one better by offering to teach us "how to use everyday ingenuity to solve problems big and small." Indeed, this highly accessible new book lays out a simple program built around four tools for generating new ideas.

The book is logically organized into three sections. The first, comprised of chapters one and two, states the broad Platonic thesis

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of the book, that innovations are everywhere just waiting to be discovered, and outlines the four tools for discovery which are detailed in subsequent chapters (and by this review in what follows). These two chapters can be read as a condensed version of the book without fear of losing the essential message, but I would encourage you to read on.

Chapters three through six address each of the four tools in order, unfortunately duplicating much of the material, including examples, offered in chapter two. Save for my wish that new examples had been offered to expand upon previous ideas, I was not disappointed by these four core chapters. The first, chapter three, explores the value of a perspective unconstrained by resource limitations, asking the question "What Would Croesus Do?" This tool capitalizes on a version of nominal thinking, allowing ideas to be expressed and explored without regard to feasibility or cost benefit. Chapter four reveals the authors' predilection for thinking focused by economic incentives, reminding us of the inefficiencies associated with decision making externalities and the value in identifying internalizing mechanisms. "Why Don't You Feel My Pain?" the authors ask. Having now explored two tools that facilitate "problems in search of solutions," the authors turn to tools that assist in finding problems for a priori solutions. In chapter five, they legitimize plagiarism, in a sense, by suggesting that existing good solutions to vexing problems can often be creatively applied to new problems. Looking for opportunities for arbitrage, they ask "Where Else Would It Work?" Finally, in chapter six, the authors are inspired by Edward de Bono's *Lateral Thinking* to ask "Would Flipping It Work?" For example, by flipping "By calling a 900 number, you trigger a payment that will be charged to your phone bill" they arrive at "By *receiving a call* from a 900 number, you trigger a payment that will be *credited* to your phone bill," and their idea for reverse 900 numbers where telemarketers pay you to listen to their pitch.

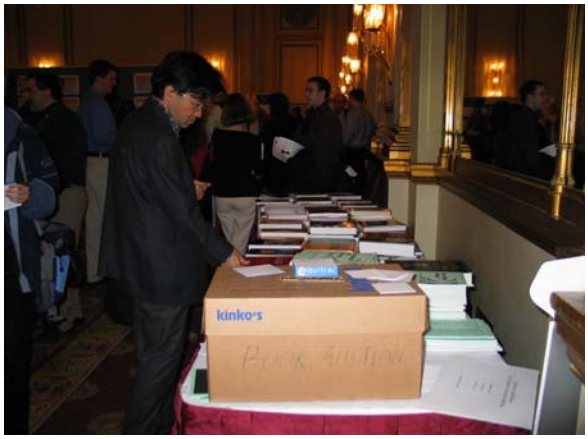
The third section of the book is somewhat of a loose collection of odds and ends. Chapter seven describes the authors approach for "Principled Problem Solving," or "thinking inside the box," which is not much more than a layman's guide for restricting solution space and therefore making problem solving more efficient. Chapter eight sets out an idea case study for Honest Tea, a beverage company founded and partly owned by Nalebuff. A bit self-aggrandizing, to be honest. Chapter nine makes the case that "Why Not?" can be applied to matters of public interest as well as the commercial endeavors that monopolize most of the rest of the book. Chapter ten offers some guidance on implementing "Why Not?" ideas once you've found them.

After the last page has been read, the authors promise not to leave readers to find their own way through the additional sources of problem solving reading material and relevant online materials. Nor do they intend to leave readers alone in their formulation and development of new "Why Not?" ideas of their own. In an effort to maintain real-time currency as well as provide a platform for exchange and collaboration, the authors have created what they bill as the "open-source movement" of ideas, a web site located at http://www.whynot.net. The web site is a collection of threaded discussions, each initiated by a proposed "Why Not?" idea. Other users can respond to these ideas and give them ratings. The site also maintains links to other recommended readings, both books and periodicals, and other web sites.

Finally, they couldn't resist the temptation to sell us some "Why Not?" merchandise, maybe a case of tea or two, and promote this book and others.

The web site is an excellent idea, albeit in a nascent stage of development. The user base needs a larger critical mass in order to reach full potential. And the links to secondary resources deserves more attention to insure that the site goes beyond what the book already offers and that new additions are regularly made.

Overall, I'd ask why not "Why Not?"? Leave it to this dynamic duo of crossover hits, both on the academic and popular charts, to create a open-source movement of ideas that delivers value to lay readers without any particular prerequisites, while still offering plenty of insights for judgment and decision making scholars and professionals.



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while Josh Klayman presides over annual meeting