

## The Starfish And The Spider The Unstoppable Power Of Leaderless Organizations

A WALL STREET JOURNAL BEST-SELLING BOOK NAMED BY THE WASHINGTON POST AS ONE OF THE 11 LEADERSHIP BOOKS TO READ IN 2018 *Radical Inclusion: What the Post-9/11 World Should Have Taught Us About Leadership* examines today's leadership landscape and describes the change it demands of leaders. Dempsey and Brafman persuasively explain that today's leaders are in competition for the trust and confidence of those they lead more than ever before. They assert that the nature of power is changing and should not be measured by degree of control alone. They offer principles for adaptation and bring them to life with examples from business, academia, government, and the military. In building their argument, Dempsey and Brafman introduce several concepts that illuminate both the vulnerability and the opportunity in leading today: *Radical Inclusion*. Fear of losing control in our fast-paced, complex, highly scrutinized environment is pushing us toward exclusion? exactly the wrong direction. Leaders should instead develop an instinct for inclusion. The word "radical" emphasizes the urgency of doing so. *The Era of the Digital Echo*. The speed and accessibility of information create "digital echoes" that make facts vulnerable, eroding the trust between leader and follower. *Relinquishing Control to Preserve Power*. Power and control once went hand in hand, but no longer. In today's environment, control is seductive but unlikely to produce optimum, affordable, sustainable solutions. Leaders must relinquish and share control to build and preserve power. The principles discussed in *Radical Inclusion* are memorable and the book is full of engaging stories. From a young vegan's confrontation with opponents in Berkeley to a young lieutenant's surprising visitor during the Cold War, from a reflection on the significance of Burning Man to a discussion of challenges faced in the Situation Room, *Radical Inclusion* will provide you with leadership tools to address real leadership challenges.

Cofounder of *Fast Company* magazine and bestselling author of *Mavericks at Work* and *Practically Radical* shows how true business innovation can spring from the unlikeliest places. Far away from Silicon Valley, in familiar, traditional, even unglamorous fields, ordinary people are unleashing extraordinary advances that amaze customers, energize employees, and create huge economic value. Their secret? They understand that the work of inventing the future doesn't just belong to geeks designing mobile apps and virtual-reality headsets, or to social-media entrepreneurs hoping to launch the next Facebook. Some of today's most compelling organizations are doing brilliant things in simple settings such as retail banks, office cleaning companies, department stores, small hospitals, and auto dealerships. William C. Taylor, cofounder of *Fast Company* and best-selling author of *Practically Radical*, traveled thousands of miles to visit these hotbeds of simple brilliance and unearth the principles and practices behind their success. He offers fascinating case studies and powerful lessons that you can apply to do ordinary things in extraordinary ways, regardless of your industry or profession. Consider, for instance, how... ·Miami Beach's dazzling 1111 Lincoln Road reimaged the humble parking garage as a high-profile public space that hosts weddings, yoga classes, and celebrity gatherings. ·USAA, the financial-services giant that provides soldiers and their families with insurance and banking products, inspires frontline employees to deliver legendary service by immersing them in military culture. ·Pal's Sudden Service, a fast-food chain with a cult following, serves up burgers and fries with such speed and accuracy that companies from other industries pay to learn from its astonishing discipline. ·Lincoln Electric, a manufacturer based in Euclid, Ohio, dominates its ultracompetitive markets with a fierce devotion to quality and productivity. But the key to its prosperity is a share-the-wealth model that gives everybody a sense of security and a piece of the action. It has maintained a strict no-layoff pledge since 1958. As Taylor writes: "The story of this book, its message for leaders who aim to do something important and build something great, is both simple and subversive: In a time of wrenching disruptions and exhilarating advances, of unrelenting turmoil and unlimited promise, the future is open to everybody. The thrill of breakthrough creativity and breakaway performance . . . can be summoned in all sorts of industries and all walks of life, if leaders can reimagine what's possible in their fields." *Simply Brilliant* shows you how.

NAMED A BEST BOOK OF 2018 BY THE FINANCIAL TIMES A groundbreaking take on how complexity causes failure in all kinds of modern systems--from social media to air travel--this practical and entertaining book reveals how we can prevent meltdowns in business and life "Endlessly fascinating, brimming with insight, and more fun than a book about failure has any right to be, *Meltdown* will transform how you think about the systems that govern our lives. This is a wonderful book."--Charles Duhigg, author of *The Power of Habit* and *Smarter Faster Better* A crash on the Washington, D.C. metro system. An accidental overdose in a state-of-the-art hospital. An overcooked holiday meal. At first glance, these disasters seem to have little in common. But surprising new research shows that all these events--and the myriad failures that dominate headlines every day--share similar causes. By understanding what lies behind these failures, we can design better systems, make our teams more productive, and transform how we make decisions at work and at home. Weaving together cutting-edge social science with riveting stories that take us from the frontlines of the Volkswagen scandal to backstage at the Oscars, and from deep beneath the Gulf of Mexico to the top of Mount Everest, Chris Clearfield and András Tilcsik explain how the increasing complexity of our systems creates conditions ripe for failure and why our brains and teams can't keep up. They highlight the paradox of progress: Though modern systems have given us new capabilities, they've become vulnerable to surprising meltdowns--and even to corruption and misconduct. But *Meltdown* isn't just about failure; it's about solutions--whether you're managing a team or the chaos of your family's morning routine. It reveals why ugly designs make us safer, how a five-minute exercise can prevent billion-dollar catastrophes, why teams with fewer experts are better at managing risk, and why diversity is one of our best safeguards against failure. The result is an eye-opening, empowering, and entirely original book--one that will change the way you see our complex world and your own place in it.

Named a 2013 Doody's Core Title! 2011 AJN Book of the Year Winner in Nursing Research! "This is a much needed addition to nursing's arsenal of policy books. It is the first to really examine the need for scientific evidence to underpin policy. The two editors are pioneers in research and have led nursing research to new levels. It is fitting they do the same in underscoring the important role nurses have in using their programs of research to develop policy agendas."Score: 94, 4 stars --Doody's A must-read for health care policy makers, as well as nursing students, faculty, and professionals, this groundbreaking text provides actual strategies for translating nursing research to health policy at all levels of policy-making. The editors, both leaders in nursing research, provide key findings from research programs that have positively influenced health policy decisions and programs at community, state, national, and international levels. The first compilation of information linking health policy and nursing research, this text presents perspectives and frameworks for understanding the processes bridging research and health policy; multiple factors influencing the processes; and actual examples of National Institute of Nursing Research (NINR)-funded research that has influenced health policy programs. Key Features: Examples of NINR-funded research that has been used at all levels to influence health policy, including settings, populations, and age spectrums Models and strategies for linking research and health policy Lessons learned from pioneer nurse scientists who have shaped health policy with nursing research Recommendations for improving nurses' work environments for better patient outcomes

A fascinating journey into the hidden psychological influences that derail our decision-making, *Sway* will change the way you think about the way you think. Why is it so difficult to sell a plummeting stock or end a doomed relationship? Why do we listen to advice just because it came from someone "important"? Why are we more likely to fall in love when there's danger involved? In *Sway*, renowned organizational thinker Ori Brafman and his brother, psychologist Rom Brafman, answer all these questions and more. Drawing on cutting-edge research from the fields of social psychology, behavioral economics, and organizational behavior, *Sway* reveals dynamic forces that influence every aspect of our personal and business lives, including loss aversion (our tendency to go to great lengths to avoid perceived losses), the diagnosis bias (our inability to reevaluate our initial diagnosis of a person or situation), and the "chameleon effect" (our tendency to take on characteristics

that have been arbitrarily assigned to us). Sway introduces us to the Harvard Business School professor who got his students to pay \$204 for a \$20 bill, the head of airline safety whose disregard for his years of training led to the transformation of an entire industry, and the football coach who turned conventional strategy on its head to lead his team to victory. We also learn the curse of the NBA draft, discover why interviews are a terrible way to gauge future job performance, and go inside a session with the Supreme Court to see how the world's most powerful justices avoid the dangers of group dynamics. Every once in a while, a book comes along that not only challenges our views of the world but changes the way we think. In Sway, Ori and Rom Brafman not only uncover rational explanations for a wide variety of irrational behaviors but also point readers toward ways to avoid succumbing to their pull.

Includes information on Alcoholics Anonymous, al Qaeda, Amazon, Animal Liberation Front, Apaches, eBay, General Motors, Goodwill Industries, Google, Grokster, Kazaa, music piracy, Napster, P2P (peer to peer) services, Quakers, record industry, U.S. Supreme Court. An expose of the airline industry covers such events as the rise of Southwest Airlines, Pan Am's attempt to take over National, and the battle between British Airways and Virgin Air

You can achieve your business dream. Beat the odds as you learn from the best - including Henry Ford, Steve Jobs, and Bill Gates - and turn your idea into an amazing and profitable enterprise. The Business Book helps you over the hurdles facing every new business, such as finding a gap in the market, securing finance, employing people, and creating an eye-catching brand. It is a plain-speaking visual guide to 80 of the most important commerce theories including chaos theory, critical path analysis, market mapping, and the MABA matrix. Its graphics and flow diagrams demystify complicated concepts and explain the ideas of seminal business thinkers, such as Malcolm Gladwell's "tipping point" or Michael Porter's "five forces". It shows that you can succeed with stories of rags-to-riches entrepreneurs, including the founders of Hewlett-Packard, who began their global enterprise from their garage. Whether you are a student, a CEO, or a would-be entrepreneur, The Business Book will inspire you and put you on the inside track to making your goal a reality. Series Overview: Big Ideas Simply Explained series uses creative design and innovative graphics along with straightforward and engaging writing to make complex subjects easier to understand. With over 7 million copies worldwide sold to date, these award-winning books provide just the information needed for students, families, or anyone interested in concise, thought-provoking refreshers on a single subject.

Radical and hopeful -- Presence synthesises cutting-edge thinking, firsthand knowledge and ancient wisdom Presence: Human Purpose and the Field of the Future gives the reader an intimate look at the development of a new theory about change and learning. A book built around a series of wide-ranging conversations over a year and a half, Senge, Scharmer, Jaworski, and Flowers explore their own experiences and those of one hundred and fifty scientists and social and business entrepreneurs in an effort to explain how profound collective change occurs. Their journey of discovery articulates a new way of seeing the world, and of understanding our part in creating it -- as it is and as it might be.

Presence explores the living fields that connect us to one another, to life more broadly, and, potentially, to what is "seeking to emerge." Seven capacities underlie our ability to see, sense, and realize new possibilities. Developing these capacities accesses a deeper level of learning that is the key to creating change that services the whole -- ourselves, our organizations and the communities of which we are a part.

The spirited itzy bitsy spider has captured the hearts of generations of children in the much-loved nursery rhyme. Now she's back—on a new magical journey! Over 2.5 million copies in print! This all-new adventure for the itzy bitsy spider has exciting encounters with a fan, a mouse, a rocking chair, a cat, and a big maple tree. Finally, the itzy bitsy spider finds a lovely spot to spin a new silky web. Iza Trapani's vibrant watercolor illustrations paired with a playful rhythm makes this new take on an old favorite feel like an instant classic. A perfect read-aloud; children will enjoy time and again the delightful antics of the energetic itzy bitsy spider.

Bullied and shamed her whole life for being fat, twelve-year-old Ellie finally gains the confidence to stand up for herself, with the help of some wonderful new allies.

"A fascinating account of human experience at its best." -- Mihály Csízentmihályi, author of Flow Creativity has long been thought to be an individual gift, best pursued alone; schools, organizations, and whole industries are built on this idea. But what if the most common beliefs about how creativity works are wrong? Group Genius tears down some of the most popular myths about creativity, revealing that creativity is always collaborative -- even when you're alone. Sharing the results of his own acclaimed research on jazz groups, theater ensembles, and conversation analysis, Keith Sawyer shows us how to be more creative in collaborative group settings, how to change organizational dynamics for the better, and how to tap into our own reserves of creativity.

Follows a starfish as she hunts for her morning meal and escape from danger with one less ray than before.

Renowned media executive Robin Wolaner delivers the 80 Naked Truths businesswomen need to develop presence, seize power, and achieve success. Straight-talking and sensible, Naked in the Boardroom explains how to achieve more: more opportunities, more money, more notches on the corporate belt without sacrificing your integrity or losing your identity. In delicious, bite-sized nuggets, Robin Wolaner's Naked Truths provide universal and instantly gratifying lessons for advancing your career. They can be put into action regardless of your age, experience, industry, or whether you are a one-woman start-up or a big-company employee. Drawing on her own career in magazine publishing and media development, Wolaner shows you how to succeed because of, rather than despite, your unique background and personality. With humor, attitude, and fierce intelligence, she reveals: The keys to successful negotiation on behalf of the company or yourself What great public speakers know and tricks you can use When and how to burn your career plan How to do the right thing in the gray zones of business ethics Effective ways to recover from a mistake Unusual wisdom for hiring and firing -- and for being hired and fired And much more Peppered with candid stories drawn from Wolaner's life, as well as those of other trailblazing women, Naked in the Boardroom is both essential and inspiring. It provides invaluable wisdom for anyone who sees success on the horizon, but who wants help getting there on her own terms.

From the co-author of the New York Times bestseller Team of Teams, a practical guide for leaders looking to make their organizations more interconnected and unified in the midst of sudden change. Too often, companies end up with teams stuck in their own silos, pursuing goals and metrics in isolation. Their traditional autocratic structures create stability, scalability, and predictability -- but in a world that demands rapid adaptation to a new reality, this traditional model simply doesn't work. In Team of Teams, retired four-star General Stanley McChrystal and former Navy SEAL Chris Fussell

made the case for a new organizational model combining the agility, adaptability, and cohesion of a small team with the power and resources of a giant organization. Now, in *One Mission*, Fussell channels all his experiences, both military and corporate, into powerful strategies for unifying isolated and distrustful teams. This practical guide will help leaders in any field implement the Team of Teams approach to tear down their silos improve collaboration, and avoid turf wars. By committing to one higher mission, organizations develop an overall capability that far exceeds the sum of their parts. From Silicon Valley software giant Intuit to a government agency on the plains of Oklahoma, organizations have used Fussell's methods to unite their people around a single compelling vision, resulting in superior performance. *One Mission* will help you follow their example to a more agile and resilient future.

The ineffectual Ambassador is just one of the handicaps facing the Americans as Southeast Asia becomes increasingly involved with Communism

Leveraging the metaphor Ori Brafman popularized in his NYT best-selling book, *The Starfish and the Spider*, Rob Wegner, Lance Ford, and Alan Hirsch show why the distributed structures of starfish organizations are uniquely fit to the church. They can function without a rigid central authority, and their regenerative abilities make them nimbler in reacting to external forces. Seeding starfish networks inside today's churches will prepare the church of tomorrow to be agile while still maintaining the necessary accountability to be effective. Rather than advocating the adoption of a starfish structure in place of the hierarchy of the spider, Wegner, Ford, and Hirsch emphasize the advantages of adapting the structure and order inherent in a spider organization toward a hybrid model--either a Spiderfish approach (leaning toward centralization) or a Starder approach (leaning toward decentralization). *The Starfish and the Spirit* is about creating a culture where church leaders view themselves as curators of a community on mission, not the source of certainty for every question and project. It is about creating a team of humble leaders "in the middle" of the church, not at the top--leaders who naturally reproduce multiple generations of leaders, from the middle out on mission. Imagine a church led by a team whose gifts and talents are completely unleashed, enabling everyone to show up and step up with all they really are. The joy and vigor coming from the collective strength, intelligence, and skill in the community of leaders not only brings greater potency but better yields for your ministry as well. What would it be like to see this kind of healthy leadership reproduced into the second, third, and fourth generation, on multiple strands?

The New York Times bestseller, now updated with new material on cyber attacks, digital sovereignty, and tech in a pandemic. From Microsoft's president and one of the tech industry's broadest thinkers, a frank and thoughtful reckoning with how to balance enormous promise and existential risk as the digitization of everything accelerates. "A colorful and insightful insiders' view of how technology is both empowering and threatening us. From privacy to cyberattacks, this timely book is a useful guide for how to navigate the digital future."

—Walter Isaacson Microsoft president Brad Smith operates by a simple core belief: When your technology changes the world, you bear a responsibility to help address the world you have helped create. In *Tools and Weapons*, Brad Smith and Carol Ann Browne bring us a captivating narrative from the top of Microsoft, as the company flies in the face of a tech sector long obsessed with disruption as an end in itself, and in doing so navigates some of the thorniest issues of our time—from privacy to cyberwar to the challenges for democracy, far and near. As the tumultuous events of 2020 brought technology and Big Tech even further into the lives of almost all Americans, Smith and Browne updated the book throughout to reflect a changed world. With three new chapters on cybersecurity, technology and nation-states, and tech in the pandemic, *Tools and Weapons* is an invaluable resource from the cockpit of one of the world's largest tech companies.

NEW YORK TIMES BESTSELLER • NAMED ONE OF THE BEST BOOKS OF THE YEAR BY THE ECONOMIST "The most important book on decision making since Daniel Kahneman's *Thinking, Fast and Slow*."—Jason Zweig, *The Wall Street Journal* Everyone would benefit from seeing further into the future, whether buying stocks, crafting policy, launching a new product, or simply planning the week's meals.

Unfortunately, people tend to be terrible forecasters. As Wharton professor Philip Tetlock showed in a landmark 2005 study, even experts' predictions are only slightly better than chance. However, an important and underreported conclusion of that study was that some experts do have real foresight, and Tetlock has spent the past decade trying to figure out why. What makes some people so good? And can this talent be taught? In *Superforecasting*, Tetlock and coauthor Dan Gardner offer a masterwork on prediction, drawing on decades of research and the results of a massive, government-funded forecasting tournament. The Good Judgment Project involves tens of thousands of ordinary people—including a Brooklyn filmmaker, a retired pipe installer, and a former ballroom dancer—who set out to forecast global events. Some of the volunteers have turned out to be astonishingly good. They've beaten other benchmarks, competitors, and prediction markets. They've even beaten the collective judgment of intelligence analysts with access to classified information. They are "superforecasters." In this groundbreaking and accessible book, Tetlock and Gardner show us how we can learn from this elite group. Weaving together stories of forecasting successes (the raid on Osama bin Laden's compound) and failures (the Bay of Pigs) and interviews with a range of high-level decision makers, from David Petraeus to Robert Rubin, they show that good forecasting doesn't require powerful computers or arcane methods. It involves gathering evidence from a variety of sources, thinking probabilistically, working in teams, keeping score, and being willing to admit error and change course. *Superforecasting* offers the first demonstrably effective way to improve our ability to predict the future—whether in business, finance, politics, international affairs, or daily life—and is destined to become a modern classic.

Despite great progress around the world in getting more kids into schools, too many leave without even the most basic skills. In India's rural Andhra Pradesh, for instance, only about one in twenty children in fifth grade can perform basic arithmetic. The problem is that schooling is not the same as learning. In *The Rebirth of Education*, Lant Pritchett uses two metaphors from nature to explain why. The first draws on Ori Brafman and Rod Beckstrom's book about the difference between centralized and decentralized organizations, *The Starfish and the Spider*. Schools systems tend be centralized and suffer from the limitations inherent in top-down designs. The second metaphor is the concept of isomorphic mimicry. Pritchett argues that many developing countries superficially imitate systems that were successful in other nations—much as a nonpoisonous snake mimics the look of a poisonous one. Pritchett argues that the solution is to allow functional systems to evolve locally out of an environment pressured for success. Such an ecosystem needs to be open to variety and experimentation, locally operated, and flexibly financed. The only main cost is ceding control; the reward would be the rebirth of education suited for today's world.

In the bestselling tradition of *Switch* and *Made to Stick*, Ori Brafman reveals how organizations can drive growth and profits by allowing contained chaos and disruption the space to flourish, generating new ideas that trigger innovation. In *The Chaos Imperative*, organizational expert and bestselling author Ori Brafman (*Sway*, *The Starfish and the Spider*) shows how even the best and most efficient organizations, from Fortune 500 companies to today's US Army, benefit from allowing a little unstructured space and disruption into their planning and decision-making.

The overflow of information generated during disasters can be as paralyzing to humanitarian response as the lack of information. This flash flood of information—social media, satellite imagery and more is often referred to as Big Data. Making sense of this data deluge during disasters is proving an impossible challenge for traditional humanitarian

Do you ever feel that you are leading in uncharted territory? Pastor and consultant Tod Bolsinger draws on decades of expertise guiding churches and organizations in this expanded practical leadership resource, offering illuminating insights and practical tools to help you reimagine what effective church leadership looks like in our rapidly changing world.

You know the feeling. You meet someone new—at a party or at work—and you just hit it off. There is an instant sense of camaraderie. In a

word, you “click.” From the bestselling authors of *Sway*, *Click* is a fascinating psychological investigation of the forces behind what makes us click with certain people, or become fully immersed in whatever activity or situation we’re involved in. From two co-workers who fall head over heels for each other while out to dinner and are married a month later (and fifteen years later remain just as in love), to a team of scientists who changed the world with the magic of their invention, these kinds of peak experiences, when our senses are completely focused on the moment, are something that individuals—and companies—strive to achieve. After all, when you’re in the “zone,” you’re happier and more productive. Why is it that we click in certain situations and with certain people, but not with others? Can this kind of magical connection be consciously encouraged? Is there a way to create such peak experiences, whether on a date or in your job? According to Ori and Rom Brafman, there is. In a powerful, story-driven narrative that weaves together cutting-edge research in psychology and sociology, the Brafmans explore what it means to “click”: the common factors present when our brain and senses are fully engaged. They identify five “accelerators” that increase the likelihood of these kinds of magic connections in our work and relationships. From actors vying for a role on a popular TV series to police officers negotiating with hostage takers, we learn how one can foster an environment where we can click with another person and shape our thinking, behavior, and emotions. A fascinating journey into how we engage with the world around us, *Click* will transform our thinking about those moments when we are in the zone and everything seems to fall into place. Acclaim for *Sway*: “A provocative new book about the psychological forces that lead us to disregard facts or logic and behave in surprisingly irrational ways.” —New York Times “A unique and compulsively readable look at unseen behavioral trends.” —Fortune “A breathtaking book that will challenge your every thought, *Sway* hovers above the intersection of *Blink* and *Freakonomics*.” —Tom Rath, coauthor of the New York Times #1 bestseller *How Full Is Your Bucket?* “[An] engaging journey through the workings—and failings—of the mind... Their stories of senselessness... are as fascinating as the lessons we learn from them.” —Fast Company “Count me swayed—but in this instance by the pull of entirely rational forces. Ori and Rom Brafman have done a terrific job of illuminating deep-seated tendencies that skew our behavior in ways that can range from silly to deadly. We’d be fools not to learn what they have to teach us.” —Robert B. Cialdini, author of New York Times bestseller *Influence* “If you think you know how you think, you’d better think again! Take this insightful, delightful trip to the sweet spot where economics, psychology, and sociology converge, and you’ll discover how our all-too-human minds actually work.” —Alan M. Webber, founding editor of Fast Company From the scientist duo behind *True or Poo?*, their original New York Times bestselling sensation—a scientifically precise, fully illustrated, utterly hilarious guide to animal flatulence. Dogs do it. Millipedes do it. Dinosaurs did it. You do it. I do it. Octopuses don’t (and nor do octopi). Spiders might do it: more research is needed. Birds don’t do it, but they could if they wanted to. Herrings do it to communicate with each other. In 2017 zoologist Dani Rabaiotti’s teenage brother asked her a most teenaged question: Do snakes fart? Stumped, Rabaiotti turned to Twitter. The internet did not disappoint. Her innocent question spawned the hashtag #doesitfart and it spread like a noxious gas. Dozens of noted experts began weighing in on which animals do and don’t fart, and if they do, how much, how often, what it’s made of, what it smells like, and why. Clearly, the public demands more information on animal farts. *Does it Fart?* fills that void: a fully authoritative, fully illustrated guide to animal flatulence, covering the habits of 80 animals in more detail than you ever knew you needed. What do hyena farts smell especially bad? What is a fossa, and does it fart? Why do clams vomit but not fart? And what is a fart, really? Pairing hilarious illustrations with surprisingly detailed scientific explanations, *Does it Fart?* will allow you to shift the blame onto all kinds of unlikely animals for years to come.

"Bob Chapman, CEO of the \$1.7 billion manufacturing company Barry-Wehmiller, is on a mission to change the way businesses treat their employees." - Inc. Magazine Starting in 1997, Bob Chapman and Barry-Wehmiller have pioneered a dramatically different approach to leadership that creates off-the-charts morale, loyalty, creativity, and business performance. The company utterly rejects the idea that employees are simply functions, to be moved around, "managed" with carrots and sticks, or discarded at will. Instead, Barry-Wehmiller manifests the reality that every single person matters, just like in a family. That's not a cliché on a mission statement; it's the bedrock of the company's success. During tough times a family pulls together, makes sacrifices together, and endures short-term pain together. If a parent loses his or her job, a family doesn't lay off one of the kids. That's the approach Barry-Wehmiller took when the Great Recession caused revenue to plunge for more than a year. Instead of mass layoffs, they found creative and caring ways to cut costs, such as asking team members to take a month of unpaid leave. As a result, Barry-Wehmiller emerged from the downturn with higher employee morale than ever before. It's natural to be skeptical when you first hear about this approach. Every time Barry-Wehmiller acquires a company that relied on traditional management practices, the new team members are skeptical too. But they soon learn what it's like to work at an exceptional workplace where the goal is for everyone to feel trusted and cared for--and where it's expected that they will justify that trust by caring for each other and putting the common good first. Chapman and coauthor Raj Sisodia show how any organization can reject the traumatic consequences of rolling layoffs, dehumanizing rules, and hypercompetitive cultures. Once you stop treating people like functions or costs, disengaged workers begin to share their gifts and talents toward a shared future. Uninspired workers stop feeling that their jobs have no meaning. Frustrated workers stop taking their bad days out on their spouses and kids. And everyone stops counting the minutes until it's time to go home. This book chronicles Chapman's journey to find his true calling, going behind the scenes as his team tackles real-world challenges with caring, empathy, and inspiration. It also provides clear steps to transform your own workplace, whether you lead two people or two hundred thousand. While the Barry-Wehmiller way isn't easy, it is simple. As the authors put it: "Everyone wants to do better. Trust them. Leaders are everywhere. Find them. People achieve good things, big and small, every day. Celebrate them. Some people wish things were different. Listen to them. Everybody matters. Show them."

The hardest choices are also the most consequential. So why do we know so little about how to get them right? Big, life-altering decisions matter so much more than the decisions we make every day, and they're also the most difficult: where to live, whom to marry, what to believe, whether to start a company, how to end a war. There's no one-size-fits-all approach for addressing these kinds of conundrums. Steven Johnson's classic *Where Good Ideas Come From* inspired creative people all over the world with new ways of thinking about innovation. In *Farsighted*, he uncovers powerful tools for honing the important skill of complex decision-making. While you can't model a once-in-a-lifetime choice, you can model the deliberative tactics of expert decision-makers. These experts aren't just the master strategists running major companies or negotiating high-level diplomacy. They're the novelists who draw out the complexity of their characters' inner lives, the city officials who secure long-term water supplies, and the scientists who reckon with future challenges most of us haven't even imagined. The smartest decision-makers don't go with their guts. Their success relies on having a future-oriented approach and the ability to consider all their options in a creative, productive way. Through compelling stories that reveal surprising insights, Johnson explains how we can most effectively approach the choices that can chart the course of a life, an organization, or a civilization. *Farsighted* will help you imagine your possible futures and appreciate the subtle intelligence of the choices that shaped our broader social history.

The Starfish and the Spider The Unstoppable Power of Leaderless Organizations Penguin

Globalization and the technological revolution have forced organizations to rethink decision-making structures favouring the adoption of highly innovative practices. This book analyzes the impact of new technologies testing empowerment, engagement and democratization against the new organizational morphology of political parties and corporations.

All humans have bias, and as a result, so do the institutions we build. Internationally sought-after diversity consultant Tiffany Jana empowers readers to work against institutional bias no matter what their position is in an organization. Building upon the revelatory power of her book *Overcoming Bias*, which addressed managing individual and interpersonal bias, *Erasing Institutional Bias* scales up the framework to impact

systemic change in organizations. Jana and coauthor Ashley Diaz Mejias bring together in-depth research on how biases become embedded into workplace cultures with practical and engaging tools that will mobilize readers toward action. They confront specific topics such as racism, sexism, hiring and advancement bias and retribution bias, meaning when organizations develop a culture of aggression, and offer solutions for identifying and controlling them. This book urges readers to ask questions such as, “Are we attempting to create systems in which all people can thrive? What kind of world and what kind of workplaces are we cultivating?” These questions, the authors say, must first be answered by ourselves, recognizing our own role in perpetuating harmful biases that come to define institutions. In a world divided, *Erasing Institutional Bias* is designed to raise awareness about imbalances and help us hold ourselves accountable for creating a world that works for everyone. Each of us can evaluate our own current role in perpetuating systemic bias and define our new role in breaking it down. Jana and Mejias inspire and equip us so that we can all affect organizational change, together.

National Bestseller “Students talk about Stewart D. Friedman, a management professor at the Wharton School, with a mixture of earnest admiration, gratitude and rock star adoration.” —New York Times In this national bestseller, Stew Friedman gives you the tools you need to achieve “four-way wins”—improved performance in all domains of life: work, home, community, and self. Friedman, celebrated professor and founding director of the Wharton School’s Leadership Program and its Work/Life Integration Project, explains how three simple yet potent principles—be real, be whole, and be innovative—can help you, no matter what your age or what you do for work, become a better leader and have a richer life. In this engaging adaptation of his hands-on Wharton course, he offers step-by-step instruction to help you create positive, sustainable change in your world. This proven, programmatic method teaches you how to produce stronger results at work, find clearer purpose, feel less stressed, strengthen connections with the people who matter most to you, contribute further to important causes, and gain greater support for your vision of your future. If you’re ready to learn to lead in all parts of your life—this is the book for you. For a full array of Total Leadership tips and tools, visit [totalleadership.org](http://totalleadership.org). Also look for Stew Friedman’s book, *Leading the Life You Want*, which builds on Total Leadership by profiling well-known leaders—from Bruce Springsteen to Michelle Obama—who exemplify its principles and demonstrate how success in your work is accomplished not at the expense of the rest of your life, but as the result of meaningful attachments to all its parts.

Characters from Madeleine L'Engle's *Time Quintet* and *Austin Family Chronicles* cross paths in this story that explore the timeless themes of love, chance, and destiny. When Adam Eddington, a gifted marine biology student, makes the acquaintance of blond and beautiful Kali Cutter at Kennedy International Airport on his way to Portugal to spend the summer working for the renowned scientist Dr. O'Keefe, he has no idea that this seemingly chance meeting will set into motion a chain of events he will be unable to stop. Caught between Kali's seductive wiles and the trusting adoration of Dr. O'Keefe's daughter, Poly, Adam finds himself enmeshed in a deadly power struggle between two groups of people, only one of which can have right on its side. As the danger escalates, Adam must make a decision that could affect the entire world—which side is he on? Books by Madeleine L'Engle *A Wrinkle in Time Quintet* *A Wrinkle in Time* *A Wind in the Door* *A Swiftly Tilting Planet* *Many Waters* *An Acceptable Time* *A Wrinkle in Time: The Graphic Novel* by Madeleine L'Engle; adapted & illustrated by Hope Larson *Intergalactic P.S. 3* by Madeleine L'Engle; illustrated by Hope Larson: A standalone story set in the world of *A Wrinkle in Time*. The *Austin Family Chronicles* *Meet the Austins (Volume 1)* *The Moon by Night (Volume 2)* *The Young Unicorns (Volume 3)* *A Ring of Endless Light (Volume 4)* *A Newbery Honor book!* *Troubling a Star (Volume 5)* The Polly O'Keefe books *The Arm of the Starfish* *Dragons in the Waters* *A House Like a Lotus* *And Both Were Young* *Camilla* *The Joys of Love*

"Superbosses is the rare business book that is chock full of new, useful, and often unexpected ideas. After you read Finkelstein's well-crafted gem, you will never go about leading, evaluating, and developing talent in quite the same way."—Robert Sutton, author of *Scaling Up Excellence* and *The No Asshole Rule* “Maybe you’re a decent boss. But are you a superboss? That’s the question you’ll be asking yourself after reading Sydney Finkelstein’s fascinating book. By revealing the secrets of superbosses from finance to fashion and from cooking to comic books, Finkelstein offers a smart, actionable playbook for anyone trying to become a better leader.”—Daniel H. Pink, author of *To Sell Is Human* and *Drive* A fascinating exploration of the world’s most effective bosses—and how they motivate, inspire, and enable others to advance their companies and shape entire industries, by the author of *How Smart Executives Fail*. A must-read for anyone interested in leadership and building an enduring pipeline of talent. What do football coach Bill Walsh, restaurateur Alice Waters, television executive Lorne Michaels, technology CEO Larry Ellison, and fashion pioneer Ralph Lauren have in common? On the surface, not much, other than consistent success in their fields. But below the surface, they share a common approach to finding, nurturing, leading, and even letting go of great people. The way they deal with talent makes them not merely success stories, not merely organization builders, but what Sydney Finkelstein calls superbosses. After ten years of research and more than two hundred interviews, Finkelstein—an acclaimed professor at Dartmouth’s Tuck School of Business, speaker, and executive coach and consultant—discovered that superbosses exist in nearly every industry. If you study the top fifty leaders in any field, as many as one-third will have once worked for a superboss. While superbosses differ in their personal styles, they all focus on identifying promising newcomers, inspiring their best work, and launching them into highly successful careers—while also expanding their own networks and building stronger companies. Among the practices that distinguish superbosses: They Create Master-Apprentice Relationships. Superbosses customize their coaching to what each protégé really needs, and also are constant founts of practical wisdom. Advertising legend Jay Chiat not only worked closely with each of his employees but would sometimes extend their discussions into the night. They Rely on the Cohort Effect. Superbosses strongly encourage collegiality even as they simultaneously drive internal competition. At Lorne Michaels’s *Saturday Night Live*, writers and performers are judged by how much of their material actually gets on the air, but they can’t get anything on the air without the support of their coworkers. They Say Good-Bye on Good Terms. Nobody likes it when great employees quit, but superbosses don’t respond with anger or resentment. They know that former direct reports can become highly valuable members of their network, especially as they rise to major new roles elsewhere. Julian Robertson, the billionaire hedge fund manager, continued to work with and invest in his former employees who started their own funds. By sharing the fascinating stories of superbosses and their protégés, Finkelstein explores a phenomenon that never had a name before. And he shows how each of us can emulate the best tactics of superbosses to create our own powerful networks of extraordinary talent.

The ugly truth about diversity is that some people worry they must give up their power for others to have a chance. La'Wana Harris's *Inclusion Coaching* method helps people realize that sharing power isn't the same as losing it. The elephant in the room with diversity work is that people with privilege must use it to allow others equal access to power. This is often why diversity efforts falter—people believe in diversity until they feel that they have to give something up. How do we talk them through this shift? La'Wana Harris introduces *Inclusion Coaching*, a new tool based on cutting-edge research that identifies the stages of preparation, implementation, and “self-work” necessary to help individuals, teams, and organizations build a sustainable culture of inclusion. Harris's six-stage COMMIT model—Commit to courageous action, Open your eyes and ears, Move beyond lip service, Make room for controversy and conflict, Invite new perspectives, and Tell the truth even when it hurts—provides a proven process for making

people aware of their own conscious and unconscious biases and concrete steps to make inclusion an embedded reality. Harris offers managers and diversity coaches new models to empower everyone from employees to CEOs to “do” inclusion and address deep-rooted biases that are often invisible. She addresses the growing need to challenge bias and build authentic cultures where everyone can feel a sense of belonging.

The flood of information, unprecedented transparency, increasing interconnectedness-and our global interdependence-are dramatically reshaping today's world, the world of business, and our lives. We are in the Era of Behavior and the rules of the game have fundamentally changed. It is no longer what you do that matters most and sets you apart from others, but how you do what you do. Whats are commodities, easily duplicated or reverse-engineered. Sustainable advantage and enduring success for organizations and the people who work for them now lie in the realm of how, the new frontier of conduct. For almost two decades, Dov Seidman's pioneering organization, LRN, has helped some of the world's most respected companies build "do it right," winning cultures and inspire principled performance throughout their organizations. Seidman's distinct vision of the world, business, and human endeavor has helped enable more than 15 million people doing business in more than 120 countries to outbehave the competition. In HOW: Why HOW We Do Anything Means Everything, Dov Seidman shares his unique approach with you. Now updated and expanded, HOW includes a new Foreword from President Bill Clinton and a new Preface from Dov Seidman on why how we behave, lead, govern, operate, consume, engender trust in our relationships, and relate to others matters more than ever and in ways it never has before. Through entertaining anecdotes, surprising case studies, cutting-edge research in a wide range of fields, and revealing interviews with a diverse group of leaders, business executives, experts, and everyday people on the front lines, this book explores how we think, how we behave, how we lead, and how we govern our institutions and ourselves to uncover the values-inspired "hows" of twenty-first-century success and significance. Divided into four comprehensive parts, this insightful book: Exposes the forces and factors that have fundamentally restructured the world in which organizations operate and their people conduct themselves, placing a new focus on their hows Provides frameworks to help you understand those hows and implement them in powerful and productive ways Helps you channel your actions and decisions in order to thrive uniquely within today's new realities Sheds light on the systems of how-the dynamics between people that shape organizational culture-andintroduces a bold new vision for leading and winning through self-governance The qualities that many once thought of as "soft"-values, trust, and reputation-are now the hard currency of success and the ultimate drivers of efficiency, performance, innovation, and growth. With in-depth insights and practical advice, HOW will help you bring excellence and significance to your business endeavors- and your life-and refocus your efforts in powerful new ways. If you want to stand out, to thrive in our fast changing, hyper-connected, and hypertransparent world, read this book and discover HOW.

The must-read summary of Ori Brafman and Rod Beckstrom's book: "The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations". This complete summary of the ideas from Ori Brafman and Rod Beckstrom's book "The Starfish and the Spider" shows how most companies in the past were 'spiders', with rigid hierarchies and a well-defined corporate structure. But nowadays, new 'starfish' companies are emerging with leaderless structures and are achieving noteworthy success. In their book, the authors tell you all about how you can incorporate some starfish principles into your own business. Added-value of this summary: • Save time • Understand the key features of starfish companies • Achieve greater success To learn more, read “The Starfish and the Spider” and find out how you can implement the starfish principles to achieve success.

If you cut off a spider's head, it dies; if you cut off a starfish's leg it grows a new one, and that leg can grow into an entirely new starfish. Traditional top-down organizations are like spiders, but now starfish organizations are changing the face of business and the world. What's the hidden power behind the success of Wikipedia, craigslist, and Skype? What do eBay and General Electric have in common with the abolitionist and women's rights movements? What fundamental choice put General Motors and Toyota on vastly different paths? Ori Brafman and Rod Beckstrom have discovered some unexpected answers, gripping stories, and a tapestry of unlikely connections. The Starfish and the Spider explores what happens when starfish take on spiders and reveals how established companies and institutions, from IBM to Intuit to the U.S. government, are also learning how to incorporate starfish principles to achieve success.

Publisher description

If you cut off a spider's leg, it's crippled; if you cut off its head, it dies. But if you cut off a starfish's leg it grows a new one, and the old leg can grow into an entirely new starfish. What's the hidden power behind the success of Wikipedia, Craigslist, and Skype? What do eBay and General Electric have in common with the abolitionist and women's rights movements? What fundamental choice put General Motors and Toyota on vastly different paths? How could winning a Supreme Court case be the biggest mistake MGM could have made? After five years of ground-breaking research, Ori Brafman and Rod Beckstrom share some unexpected answers, gripping stories, and a tapestry of unlikely connections. The Starfish and the Spider argues that organizations fall into two categories: traditional “spiders,” which have a rigid hierarchy and top-down leadership, and revolutionary “starfish,” which rely on the power of peer relationships. The Starfish and the Spider explores what happens when starfish take on spiders (such as the music industry vs. Napster, Kazaa, and the P2P services that followed). It reveals how established companies and institutions, from IBM to Intuit to the US government, are also learning how to incorporate starfish principles to achieve success. The book explores: \* How the Apaches fended off the powerful Spanish army for 200 years \* The power of a simple circle \* The importance of catalysts who have an uncanny ability to bring people together \* How the Internet has become a breeding ground for leaderless organizations \* How Alcoholics Anonymous has reached untold millions with only a shared ideology and without a leader The Starfish and the Spider is the rare book that will change how you understand the world around you.

Since Mihaly Csikszentmihalyi published the groundbreaking Flow more than a decade ago, world leaders such as Tony Blair and former President Clinton, and influential sports figures like Super Bowl champion coach Jimmy Johnson have all been inspired by the book. In today's corporate upheaval, a new business paradigm is evolving. While many CEOs are being exposed for their greed, truly visionary leaders believe in a goal that benefits themselves as well as others. They realize that it is their vision and "soul" that attract loyal employees willing to go above and beyond the call of corporate duty. And their employees are realizing the same thing: while 80 percent of adults claim they'd work even if they didn't have to, the majority of them can hardly wait to leave their jobs and get home. Good Business starts with the premise that this is an age in which business and work have replaced religion and politics as central forces in contemporary life. The book reveals how business leaders, managers, and even employees can find their "flow" and contribute not only to their own happiness, but also to a just and evolving society. It identifies

the factors crucial to the operation of a good business: trust, the commitment to fostering the personal growth of employees, and the dedication to creating a product that helps mankind. Good Business is sure to become a must-read text for anyone who values the positive contributions of individuals in the changing world of business.

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