

Blind Spots Why We Fail To Do Whats Right And What About It Max H Bazerman

#1 New York Times Bestseller “THIS. This is the right book for right now. Yes, learning requires focus. But, unlearning and relearning requires much more—it requires choosing courage over comfort. In *Think Again*, Adam Grant weaves together research and storytelling to help us build the intellectual and emotional muscle we need to stay curious enough about the world to actually change it. I’ve never felt so hopeful about what I don’t know.” —Brené Brown, Ph.D., #1 New York Times bestselling author of *Dare to Lead* The bestselling author of *Give and Take* and *Originals* examines the critical art of rethinking: learning to question your opinions and open other people’s minds, which can position you for excellence at work and wisdom in life Intelligence is usually seen as the ability to think and learn, but in a rapidly changing world, there’s another set of cognitive skills that might matter more: the ability to rethink and unlearn. In our daily lives, too many of us favor the comfort of conviction over the discomfort of doubt. We listen to opinions that make us feel good, instead of ideas that make us think hard. We see disagreement as a threat to our egos, rather than an opportunity to learn. We surround ourselves with people who agree with our conclusions, when we should be gravitating toward those who challenge our thought process. The result is that our beliefs get brittle long before our bones. We think too much like preachers defending our sacred beliefs, prosecutors proving the other side wrong, and politicians campaigning for approval--and too little like scientists searching for truth. Intelligence is no cure, and it can even be a curse: being good at thinking can make us worse at rethinking. The brighter we are, the blinder to our own limitations we can become. Organizational psychologist Adam Grant is an expert on opening other people’s minds--and our own. As Wharton’s top-rated professor and the bestselling author of *Originals* and *Give and Take*, he makes it one of his guiding principles to argue like he’s right but listen like he’s wrong. With bold ideas and rigorous evidence, he investigates how we can embrace the joy of being wrong, bring nuance to charged conversations, and build schools, workplaces, and communities of lifelong learners. You’ll learn how an international debate champion wins arguments, a Black musician persuades white supremacists to abandon hate, a vaccine whisperer convinces concerned parents to immunize their children, and Adam has coaxed Yankees fans to root for the Red Sox. *Think Again* reveals that we don’t have to believe everything we think or internalize everything we feel. It’s an invitation to let go of views that are no longer serving us well and prize mental flexibility over foolish consistency. If knowledge is power, knowing what we don’t know is wisdom. *Work with Me* is the timely collaboration of two of the world’s foremost authorities on gender relations—Barbara Annis and John Gray. Here they team up to resolve the most stressful and confusing challenges facing men and women at work, revealing, for the first time, survey results of over 100,000 in-depth interviews of men and women executives in over 60

Fortune 500 companies. Readers will discover the 8 Gender Blind Spots: the false assumptions and opinions men and women have of each other, and in many ways, believe of themselves. Also unveiled are the biology and social influences that compel men and women to think and act as they do, and direct how they communicate, solve problems, make decisions, resolve conflict, lead others, and deal with stress, enabling them to achieve greater success and satisfaction in their professional and personal lives. *Work with Me* is the definitive work-life relational guide, filled with "ah-ha!" moments and discoveries that will remove the blind spots and enable men and women to work and succeed together.

Should we pay children to read books or to get good grades? Should we allow corporations to pay for the right to pollute the atmosphere? Is it ethical to pay people to test risky new drugs or to donate their organs? What about hiring mercenaries to fight our wars? Auctioning admission to elite universities? Selling citizenship to immigrants willing to pay? In *What Money Can't Buy*, Michael J. Sandel takes on one of the biggest ethical questions of our time: Is there something wrong with a world in which everything is for sale? If so, how can we prevent market values from reaching into spheres of life where they don't belong? What are the moral limits of markets? In recent decades, market values have crowded out nonmarket norms in almost every aspect of life—medicine, education, government, law, art, sports, even family life and personal relations. Without quite realizing it, Sandel argues, we have drifted from having a market economy to being a market society. Is this where we want to be? In his New York Times bestseller *Justice*, Sandel showed himself to be a master at illuminating, with clarity and verve, the hard moral questions we confront in our everyday lives. Now, in *What Money Can't Buy*, he provokes an essential discussion that we, in our market-driven age, need to have: What is the proper role of markets in a democratic society—and how can we protect the moral and civic goods that markets don't honor and that money can't buy?

This book, in honor of David Messick, is about social decisions and the role cooperation plays in social life. Noted contributors who worked with Dave over the years will discuss their work in social judgment, decision making and ethics which was so important to Dave. The book offers a unique and valuable contribution to the fields of social psychology and organizational behavior. Ethical decision making, a central focus of this volume, is highly relevant to current scholarship and research in both disciplines. The volume will be suitable for graduate level courses in organizational behavior, social psychology, business ethics, and sociology.

Malcolm Gladwell, host of the podcast *Revisionist History* and author of the #1 New York Times bestseller *Outliers*, offers a powerful examination of our interactions with strangers and why they often go wrong—now with a new afterword by the author. A Best Book of the Year: The Financial Times, Bloomberg, Chicago Tribune, and Detroit Free Press How did Fidel Castro fool the CIA for a generation? Why did Neville Chamberlain think he could trust Adolf Hitler? Why are

campus sexual assaults on the rise? Do television sitcoms teach us something about the way we relate to one another that isn't true? *Talking to Strangers* is a classically Gladwellian intellectual adventure, a challenging and controversial excursion through history, psychology, and scandals taken straight from the news. He revisits the deceptions of Bernie Madoff, the trial of Amanda Knox, the suicide of Sylvia Plath, the Jerry Sandusky pedophilia scandal at Penn State University, and the death of Sandra Bland—throwing our understanding of these and other stories into doubt. Something is very wrong, Gladwell argues, with the tools and strategies we use to make sense of people we don't know. And because we don't know how to talk to strangers, we are inviting conflict and misunderstanding in ways that have a profound effect on our lives and our world. In his first book since his #1 bestseller *David and Goliath*, Malcolm Gladwell has written a gripping guidebook for troubled times.

Our innovation economy is broken. But there's good news: The ideas that will solve our problems are hiding in plain sight. While big companies in the American economy have never been more successful, entrepreneurial activity is near a 30-year low. More businesses are dying than starting every day. Investors continue to dump billions of dollars into photo-sharing apps and food-delivery services, solving problems for only a wealthy sliver of the world's population, while challenges in health, food security, and education grow more serious. In *The Innovation Blind Spot*, entrepreneur and venture capitalist Ross Baird argues that the innovations that truly matter don't see the light of day—for reasons entirely of our own making. A handful of people in a handful of cities are deciding, behind closed doors, which entrepreneurs get a shot to succeed. And most investors are what Baird calls "two-pocket thinkers"—artificially separating their charitable work from their day job of making a profit. The resulting system creates rising income inequality, stifled entrepreneurial ambition, social distrust, and political uncertainty. Our innovation problem makes all our other problems harder to solve. In this book, Baird demonstrates how and where to find better ideas by lifting up people, places, and industries that are often overlooked. What's more, Baird ultimately outlines how to create long-term success through "one-pocket thinking"—eliminating the blind spot that separates "what we do for a living" and "what we really care about."

A critical examination of the history of US-Palestinian relations The United States has invested billions of dollars and countless diplomatic hours in the pursuit of Israeli-Palestinian peace and a two-state solution. Yet American attempts to broker an end to the conflict have repeatedly come up short. At the center of these failures lay two critical factors: Israeli power and Palestinian politics. While both Israelis and Palestinians undoubtedly share much of the blame, one also cannot escape the role of the United States, as the sole mediator in the process, in these repeated failures. American peacemaking efforts ultimately ran aground as a result of Washington's unwillingness to confront Israel's ever-deepening occupation or to come to grips with the realities of internal Palestinian politics. In particular, the book looks at

the interplay between the U.S.-led peace process and internal Palestinian politics—namely, how a badly flawed peace process helped to weaken Palestinian leaders and institutions and how an increasingly dysfunctional Palestinian leadership, in turn, hindered prospects for a diplomatic resolution. Thus, while the peace process was not necessarily doomed to fail, Washington’s management of the process, with its built-in blind spot to Israeli power and Palestinian politics, made failure far more likely than a negotiated breakthrough. Shaped by the pressures of American domestic politics and the special relationship with Israel, Washington’s distinctive “blind spot” to Israeli power and Palestinian politics has deep historical roots, dating back to the 1917 Balfour Declaration and the British Mandate. The size of the blind spot has varied over the years and from one administration to another, but it is always present.

Impulse explores what people do despite knowing better, along with snap decisions that occasionally enrich their lives. This eye-opening account looks at two kinds of thinking--one slow and reflective, the other fast but prone to error--and shows how our mental tracks switch from the first to the second, leading to impulsive behavior.

In this “powerful personal story woven with a rich analysis of what we all seek” (Sergey Brin, cofounder of Google), Mo Gawdat, Chief Business Officer at Google’s [X], applies his superior logic and problem solving skills to understand how the brain processes joy and sadness—and then he solves for happy. In 2001 Mo Gawdat realized that despite his incredible success, he was desperately unhappy. A lifelong learner, he attacked the problem as an engineer would: examining all the provable facts and scrupulously applying logic. Eventually, his countless hours of research and science proved successful, and he discovered the equation for permanent happiness. Thirteen years later, Mo’s algorithm would be put to the ultimate test. After the sudden death of his son, Ali, Mo and his family turned to his equation—and it saved them from despair. In dealing with the horrible loss, Mo found his mission: he would pull off the type of “moonshot” goal that he and his colleagues were always aiming for—he would share his equation with the world and help as many people as possible become happier. In *Solve for Happy* Mo questions some of the most fundamental aspects of our existence, shares the underlying reasons for suffering, and plots out a step-by-step process for achieving lifelong happiness and enduring contentment. He shows us how to view life through a clear lens, teaching us how to dispel the illusions that cloud our thinking; overcome the brain’s blind spots; and embrace five ultimate truths. No matter what obstacles we face, what burdens we bear, what trials we’ve experienced, we can all be content with our present situation and optimistic about the future.

Presents a comprehensive guide to the essential skills, strategies, techniques, and creative mindset of successful negotiation, drawing on the latest behavioral research and real-life case studies to explain how to prepare for and execute negotiations, from identifying opportunities to overcoming resistance and defusing hardball tactics. Reprint. 30,000 first printing.

The hidden brain is the voice in our ear when we make the most important decisions in our lives—but we’re never aware of it. The hidden brain decides whom we fall in love with and whom we hate. It tells us to vote for the white candidate and convict the dark-skinned defendant, to hire the thin woman but pay her less than the man doing the same job. It can direct us to safety when disaster strikes and move us to extraordinary acts of altruism. But it can also be manipulated to turn an ordinary person into a suicide terrorist or a group of bystanders into a mob. In a series of compulsively readable narratives, Shankar Vedantam journeys through the latest discoveries in neuroscience,

psychology, and behavioral science to uncover the darkest corner of our minds and its decisive impact on the choices we make as individuals and as a society. Filled with fascinating characters, dramatic storytelling, and cutting-edge science, this is an engrossing exploration of the secrets our brains keep from us—and how they are revealed.

"I spent 33 months in a federal prison for a crime I didn't knowingly commit. What are your blind spots doing to you?"--Page 1 of cover.

In this innovative synthesis of words and images, the award-winning author of *Open City* and photography critic for *The New York Times Magazine* combines two of his great passions. One of *Time's* Top 10 Non-Fiction Books of the Year • One of *Smithsonian.com's* Ten Best Photography Books of the Year When it comes to Teju Cole, the unexpected is not unfamiliar: He's an acclaimed novelist, an influential essayist, and an internationally exhibited photographer. In *Blind Spot*, readers follow Cole's inimitable artistic vision into the visual realm as he continues to refine the voice, eye, and intellectual obsessions that earned him such acclaim for *Open City*. Here, journey through more than 150 of Cole's full-color original photos, each accompanied by his lyrical and evocative prose, forming a multimedia diary of years of near-constant travel: from a park in Berlin to a mountain range in Switzerland, a church exterior in Lagos to a parking lot in Brooklyn; landscapes and interiors, beautiful or quotidian, that inspire Cole's memories, fantasies, and introspections. Ships in Capri remind him of the work of writers from Homer to Edna O'Brien; a hotel room in Wannsee brings back a disturbing dream about a friend's death; a home in Tivoli evokes a transformative period of semi-blindness, after which "the photography changed. . . . The looking changed." As exquisitely wrought as the work of Anne Carson or Chris Marker, *Blind Spot* is a testament to the art of seeing by one of the most powerful and original voices in contemporary literature. Praise for *Blind Spot* "Common things [are] made radiant by the quality of Cole's looking. . . . In this new, luminous book, Cole shows himself to be really one of the best at seeing."—*The Guardian* "This lyrical essay in photographs paired with texts explores the mysteries of the ordinary."—*The New York Times Books Review* (Editors' Choice) "Stunning . . . feels like the fulfillment of an intellectual project that has defined most of [Cole's] career."—*Slate* "Dazzling . . . cerebral yet intimate . . . combines personal essay, history, biography, journalism, and photography into a seamless package, capturing human dignity and grace through careful, clear-eyed reverence."—*Vice* "An eclectically brilliant distillation of what photography can do, and why it remains an important art form."—*San Francisco Chronicle*

Bruno Breitmeyer offers a fascinating account of the many ways that our eyes, and minds, both see and fail to see moves, ranging first from cataracts and color blindness through blindsight, acquired dyslexia, and visual agnosias. He then uses what we've learned about the limits of our sight to illustrate the limits of our ability to mentally visualize and our ability to reason, covering everything from logical fallacies to how our motives and emotions relentlessly color the way we see the world.

Shows how leaders can access the deepest source of inspiration and vision • Includes dozens of tested exercises, practices, and real-world examples We live in a time of massive institutional failure, one that requires a new consciousness and a new collective leadership capacity. In this groundbreaking book, Otto Scharmer invites us to see the world in new ways and in so doing discover a revolutionary approach to leadership. What we pay attention to and how we pay attention is key to what we create. What prevents us from attending to situations more effectively is that we aren't fully aware of and in touch with the inner place from which attention and intention originate. This is what Scharmer calls our blind spot. By moving through Scharmer's U process, we consciously access the blind spot and learn to connect to our authentic Self—the deepest source of knowledge and inspiration—in the realm of "presencing," a term coined by Scharmer that combines the concepts of presence and sensing. Based on ten years of research and action learning and interviews with over 150 practitioners and thought leaders, *Theory U* offers a rich diversity of compelling stories and examples and includes dozens of exercises and practices that allow leaders, and

entire organizations, to shift awareness, connect with the best future possibility, and gain the ability to realize it.

"Warning: Your career might be in danger of going off the rails. You probably have blind spots that are leaving you closer to the edge than you realize. Fortunately, Carter Cast has the solution. In this smart, engaging book he shows you how to avoid career derailment by becoming more self-aware, more agile, and more effective. This is the book you wish you had twenty years ago, which is why you should read it now." -- Daniel H. Pink, New York Times bestselling author of Drive and To Sell Is Human The Right -- and Wrong -- Stuff is a candid, unvarnished guide to the bumpy road to success. The shocking truth is that 98 percent of us have at least one career-derailment risk factor, and half to two-thirds actually go off the rails. And the reason why people get fired, demoted, or plateau is because they let the wrong stuff act out, not because they lack talent, energy, experience, or credentials. Carter Cast himself had all the right stuff for a brilliant career, when he was called into his boss's office and berated for being obstinate, resistant, and insubordinate. That defining moment led to a years-long effort to understand why he came so close to getting fired, and what it takes to build a successful career. His wide range of experiences as a rising, falling, and then rising star again at PepsiCo, an entrepreneur, the CEO of Walmart.com, and now a professor and venture capitalist enables him to identify the five archetypes found in every workplace. You'll recognize people you work with (maybe even yourself) in Captain Fantastic, the Solo Flyer, Version 1.0, the One-Trick Pony, and the Whirling Dervish, and, thanks to Cast's insights, they won't be able to trip up your future.

How can you effectively stand up for your values when pressured by your boss, customers, or shareholders to do the opposite? Drawing on actual business experiences as well as on social science research, Babson College business educator and consultant Mary Gentile challenges the assumptions about business ethics at companies and business schools. She gives business leaders, managers, and students the tools not just to recognize what is right, but also to ensure that the right things happen. The book is inspired by a program Gentile launched at the Aspen Institute with Yale School of Management, and now housed at Babson College, with pilot programs in over one hundred schools and organizations, including INSEAD and MIT Sloan School of Management. She explains why past attempts at preparing business leaders to act ethically too often failed, arguing that the issue isn't distinguishing what is right or wrong, but knowing how to act on your values despite opposing pressure. Through research-based advice, practical exercises, and scripts for handling a wide range of ethical dilemmas, Gentile empowers business leaders with the skills to voice and act on their values, and align their professional path with their principles. Giving Voice to Values is an engaging, innovative, and useful guide that is essential reading for anyone in business.

When confronted with an ethical dilemma, most of us like to think we would stand up for our principles. But we are not as ethical as we think we are. In Blind Spots, leading business ethicists Max Bazerman and Ann Tenbrunsel examine the ways we overestimate our ability to do what is right and how we act unethically without meaning to. From the collapse of Enron and corruption in the tobacco industry, to sales of the defective Ford Pinto, the downfall of Bernard Madoff, and the Challenger space shuttle disaster, the authors investigate the nature of ethical failures in the business world and beyond, and illustrate how we can become more ethical, bridging the gap between who we are and who we want to be. Explaining why traditional approaches to ethics don't work, the book considers how blind spots like ethical fading--the removal of ethics from the decision--making

process--have led to tragedies and scandals such as the Challenger space shuttle disaster, steroid use in Major League Baseball, the crash in the financial markets, and the energy crisis. The authors demonstrate how ethical standards shift, how we neglect to notice and act on the unethical behavior of others, and how compliance initiatives can actually promote unethical behavior. They argue that scandals will continue to emerge unless such approaches take into account the psychology of individuals faced with ethical dilemmas. Distinguishing our "should self" (the person who knows what is correct) from our "want self" (the person who ends up making decisions), the authors point out ethical sinkholes that create questionable actions. Suggesting innovative individual and group tactics for improving human judgment, *Blind Spots* shows us how to secure a place for ethics in our workplaces, institutions, and daily lives.

Distracted by traditional metrics and mounting access to data, leaders are blinded to what it actually takes to create greater value for their businesses: meaningful, long-term relationships with their customers. In *Blind Spot*, you'll learn how exceptional organizations—from Disney to Instagram—innovate and sustain valuable, productive customer relationships. *Blind Spot's* lessons deliver a groundbreaking perspective shift and win-win approach for your customers, your business—and even your shareholders. An inspirational, practical, and research-based guide for standing up and speaking out skillfully at work. Have you ever wanted to disagree with your boss? Speak up about your company's lack of diversity or unequal pay practices? Make a tough decision you knew would be unpopular? We all have opportunities to be courageous at work. But since courage requires risk—to our reputations, our social standing, and, in some cases, our jobs—we often fail to act, which leaves us feeling powerless and regretful for not doing what we know is right. There's a better way to handle these crucial moments—and *Choosing Courage* provides the moral imperative and research-based tactics to help you become more competently courageous at work. Doing for courage what Angela Duckworth has done for grit and Brene Brown for vulnerability, Jim Detert, the world's foremost expert on workplace courage, explains that courage isn't a character trait that only a few possess; it's a virtue developed through practice. And with the right attitude and approach, you can learn to hone it like any other skill and incorporate it into your everyday life. Full of stories of ordinary people who've acted courageously, *Choosing Courage* will give you a fresh perspective on the power of voicing your authentic ideas and opinions. Whether you're looking to make a mark, stay true to your values, act with more integrity, or simply grow as a professional, this is the guide you need to achieve greater impact at work.

Good leaders become great by skillfully managing their own vulnerabilities *Leadership Blindspots: How Successful Leaders Identify and Overcome the Weaknesses That Matter* is a comprehensive guide to recognizing and acting on the weak points that can impair effectiveness, diminish results, and harm a career. Written by a 30-year veteran of the leadership consulting industry and author of *Trust in the Balance*, the book contains examples, worksheets and surveys that illustrate the practical application of the advice presented. An online questionnaire helps readers discover their own leadership vulnerabilities, and the book provides a roadmap for creating a targeted plan to increase their awareness in the areas that truly matter. The blindspot risk is that leaders fail to respond to weaknesses or threats due to a variety of factors including the complexity of their organizations, over-confidence

in their own capabilities, and being surrounded by deferential subordinates. Leadership Blindspots provides a useful model for understanding how blindspots operate and why they persist, but at the same time suggests real, actionable steps to improvement. The book details a range of techniques that make blindspots stand out in sharp relief, so action can be taken before severe damage occurs – to a leader or his or her company. Topics include: A framework to understand the threats posed by blindspots The four most important types of blindspots – self, team, company and markets Detailed case studies of blindspots in leaders across a variety of industries A summary of the most common leadership blindspots Corrective practices that help mitigate the risks that blindspots pose The one characteristic great leaders share is the constant desire for self-improvement. Good can always be better. These weaknesses and threats are called blindspots because they are invisible to the individual but have the potential to wreak havoc on one's reputation and long-term success. Identifying and fixing crucial problems is the leader's job, and sometimes the most debilitating problems are with the leaders themselves. Leadership Blindspots: How Successful Leaders Identify and Overcome the Weaknesses That Matter is the first step toward owning and addressing one's vulnerabilities and, as a result, becoming a more effective leader.

Navigating through our blind spots shouldn't be all that difficult naturally, or at least we would like to think so. That's why it's our BS . There are things we like to believe about ourselves, when in the perception of others, we may be something completely different entirely. At times, we can find ourselves thinking we are already better than we are or have gone further than we actually have. This is unfortunately why many do not reach their full potential. These Blind Spot behaviors only sabotage our own steps in progress, and sadly, the cost of this can be an unfulfilled life or business, and needless failed relationships over time. Once you're aware of your own BS, the world will open up to you in a whole new way . If you're ready to move beyond the limiting narrative of your own BS and would like to navigate through to a better life and more fulfilled relationships, this book is for YOU !

In a series of brief chapters, Al Gini lays out ideas for 'stepping out of the shadow of the self' - an argument for stopping thinking of yourself as the centre of the universe. It's hard to be good, he explains, until we realize that being good only has meaning in relation to other people. Ideas of justice, fairness, and ethical behavior are just that - abstract ideas - until they are put into action with regard to people outside ourselves. We may worry too much about good versus evil - big concepts that give us plenty of room to sit on the right side of the equation, he argues. Instead, we need to be thinking about how being good involves an active relationship toward others. Being good all by yourself may not be good enough. This warm and generous book is for anyone who wants to know how to use ethical thinking as way to live, work, and be with others.

For anyone seeking to live life to its fullest potential, Blind Ambition is an eye-opening account of a tech industry star executive who overcame fear and hopelessness to turn his disadvantage of blindness into a powerful competitive strength. While most people were preparing for the adventure of adult life, Chad E. Foster was watching the world he grew up with fade to black. But that didn't stop him from becoming the first blind person to graduate from the Harvard Business School leadership program and climbing the corporate ladder as a successful Finance/Sales executive. With determination, ambition, and drive, Chad created

what Oracle said would be impossible. He gave millions of people the ability to earn a living by becoming the first to create customer relationship software for the visually impaired. In these pages, readers will: Be inspired by Chad's story of how he transformed the loss of his vision into a gift that provided him with unique strengths and abilities he did not have when he could see. See how we choose the stories we tell ourselves about our circumstances and how this either limits us or propels us towards our goals. Gain new perspective on what is possible when you shift your mindset, give up making excuses, and decide that you are in charge of who you want to be. Learn the mental model that Chad uses to quickly overcome frustrations and stressors. Chad is happier and more successful today than when he could see. Overcoming the challenges of blindness has improved his perspective, making him more resilient and grateful for the life that he has. Ultimately, Chad's unforgettable lessons and outlook will inspire readers to overcome their perceived limitations and explore new possibilities where they once may have only seen obstacles.

This collection of paradoxes and philosophical questions provides a morality barometer that, based on readers' responses, will test their preconceived notions and make them reconsider their philosophical outlooks.

In the United States, a majority of students graduate below proficiency in all academic subjects. Parents of struggling students feel overwhelmed and confused about how to help their children simply survive school, let alone succeed. Various school reform efforts have been tried and all have failed. But all hope is not lost. A science exists that allows children to learn as individuals even though at school they are educated in groups. One that avoids senseless labels that sentence children to lifetimes of failure and mediocrity. Dr. Kimberly Berens and a team of scientists have spent the last 20 years perfecting a powerful system of instruction based on the learning, behavioral, and cognitive sciences that they call Fit Learning. This method of teaching has been proven to markedly improve how students understand and achieve, even for children who have been told they have learning disabilities or other disorders that interfere with their ability to learn. Blind Spots reveals the history of our broken education system and shows that by using this teaching system in the classroom, we can unlock the vast potential hidden within every child.

Uncover your blind spots and reset your leadership approach for long-lasting success in any business Far too many business leaders today are using outdated practices to engage and motivate their people?and they're failing miserably. Truly resilient, thriving organizations are those that are purpose driven and focus on more than pure profits. Purpose, or an underlying company philosophy, not only drives strategic change, but also encourages customer loyalty and employee engagement. In order to succeed, leaders must be willing to discard old ways of thinking and detrimental business habits—and recognize their blind spots. Authors Jim Haudan and Rich Berens identify the five most common leadership blind spots that hamper success: Purpose, Story, Engagement, Trust, and Truth. They take you straight into the board

room of well-known leadership teams to illustrate how these blind spots play out and the impact they have on organizations. You'll learn how to identify and overcome your own blind spots and embrace positive, forward-thinking new practices. What Are Your Blind Spots equips you with the tools needed for a personal leadership reset. You'll discover how to increase engagement, productivity, and growth in your own organization. This is an invaluable guide for executives, managers, team leaders, and human resource professionals looking for an effective way to engage and motivate employees at every level of an organization.

A pair of leading psychologists argues that prejudice toward others is often an unconscious part of the human psyche, providing an analysis of the science behind biased feelings while sharing guidelines for identifying and learning from hidden prejudices. 15,000 first printing.

A "must-read" (Booklist) from Harvard Business School Professor and Codirector of the Harvard Kennedy School's Center for Public Leadership: A guide to making better decisions, noticing important information in the world around you, and improving leadership skills. Imagine your advantage in negotiations, decision-making, and leadership if you could teach yourself to see and evaluate information that others overlook. The Power of Noticing provides the blueprint for accomplishing precisely that. Max Bazerman, an expert in the field of applied behavioral psychology, draws on three decades of research and his experience instructing Harvard Business School MBAs and corporate executives to teach you how to notice and act on information that may not be immediately obvious. Drawing on a wealth of real-world examples and using many of the same case studies and thought experiments designed in his executive MBA classes, Bazerman challenges you to explore your cognitive blind spots, identify any salient details you are programmed to miss, and then take steps to ensure it won't happen again. His book provides a step-by-step guide to breaking bad habits and spotting the hidden details that will change your decision-making and leadership skills for the better, teaching you to pay attention to what didn't happen, acknowledge self-interest, invent the third choice, and realize that what you see is not all there is. While many bestselling business books have explained how susceptible to manipulation our irrational cognitive blind spots make us, Bazerman helps you avoid the habits that lead to poor decisions and ineffective leadership in the first place. With The Power of Noticing at your side, you can learn how to notice what others miss, make wiser decisions, and lead more successfully.

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.

Shortlisted for the 2020 RBC Taylor Prize From one of the world's most engaging science journalists, a groundbreaking and wonder-filled look at the hidden things that shape our lives in unexpected and sometimes dangerous ways. Our naked eyes see only a thin sliver of reality. We are blind in comparison to the X-rays that peer through skin, the mass spectrometers that detect the dead inside the living, or the high-tech surveillance systems that see with artificial intelligence. And we are blind compared to the animals that can see in infrared, or ultraviolet, or in 360-degree vision. These animals live in the same world we do, but they see something quite different when they look around. With all of the curiosity and flair that drives her broadcasting, Ziya Tong illuminates this hidden world, and takes us on a journey to examine ten of humanity's biggest blind spots. First, we are introduced to the blind spots we are all born with, to see how technology reveals an astonishing world that exists beyond our human senses. It is with these new ways of seeing that today's scientists can image everything from an atom to a black hole. In Section Two, our collective blind spots are exposed. It's not that we can't see, Tong reminds us. It's that we don't. In the 21st century, there are cameras everywhere, except where our food comes from, where our energy comes from, and where our waste goes. Being in the dark when it comes to how we survive makes it impossible to navigate our future. Lastly, the scope widens to our civilizational blind spots. Here, the blurred lens of history reveals how we inherit ways of thinking about the world that

seem natural or inevitable but are in fact little more than traditions, ways of seeing the world that have come to harm it. This vitally important new book shows how science, and the curiosity that drives it, can help civilization flourish by opening our eyes to the landscape laid out before us. Fast-paced, utterly fascinating, and deeply humane, *The Reality Bubble* gives voice to the sense we've all had -- that there is more to the world than meets the eye.

Blind Spots Why We Fail to Do What's Right and What to Do about It Princeton University Press

The coauthors of the New York Times–bestselling *Difficult Conversations* take on the toughest topic of all: how we see ourselves. Douglas Stone and Sheila Heen have spent the past fifteen years working with corporations, nonprofits, governments, and families to determine what helps us learn and what gets in our way. In *Thanks for the Feedback*, they explain why receiving feedback is so crucial yet so challenging, offering a simple framework and powerful tools to help us take on life's blizzard of offhand comments, annual evaluations, and unsolicited input with curiosity and grace. They blend the latest insights from neuroscience and psychology with practical, hard-headed advice. *Thanks for the Feedback* is destined to become a classic in the fields of leadership, organizational behavior, and education.

The key to success in life and business is to become a master at Conversational Intelligence. It's not about how smart you are, but how open you are to learn new and effective powerful conversational rituals that prime the brain for trust, partnership, and mutual success. Conversational Intelligence translates the wealth of new insights coming out of neuroscience from across the globe, and brings the science down to earth so people can understand and apply it in their everyday lives. Author Judith Glaser presents a framework for knowing what kind of conversations trigger the lower, more primitive brain; and what activates higher-level intelligences such as trust, integrity, empathy, and good judgment. Conversational Intelligence makes complex scientific material simple to understand and apply through a wealth of easy to use tools, examples, conversational rituals, and practices for all levels of an organization.

This book provides a comprehensive, authoritative, and thought-provoking examination of the ethical issues encountered by accountants working in the industry, public practice, nonprofit service, and government. Gordon Klein's, *Ethics in Accounting: A Decision-Making Approach*, helps students understand all topics commonly prescribed by state Boards of Accountancy regarding ethics literacy. *Ethics in Accounting* can be utilized in either a one-term or two-term course in Accounting Ethics. A contemporary focus immerses readers in real world ethical questions with recent trending topics such as celebrity privacy, basketball point-shaving, auditor inside trading, and online dating. Woven into chapters are tax-related issues that address fraud, cheating, confidentiality, contingent fees and auditor independence. Duties arising in more commonplace roles as internal auditors, external auditors, and tax practitioners are, of course, examined as well.

"One of the most important political books of 2018."—Rod Dreher, *American Conservative* Of the three dominant ideologies of the twentieth century—fascism, communism, and liberalism—only the last remains. This has created a peculiar situation in which liberalism's proponents tend to forget that it is an ideology and not the natural end-state of human political evolution. As Patrick

Deneen argues in this provocative book, liberalism is built on a foundation of contradictions: it trumpets equal rights while fostering incomparable material inequality; its legitimacy rests on consent, yet it discourages civic commitments in favor of privatism; and in its pursuit of individual autonomy, it has given rise to the most far-reaching, comprehensive state system in human history. Here, Deneen offers an astringent warning that the centripetal forces now at work on our political culture are not superficial flaws but inherent features of a system whose success is generating its own failure.

We all know blind spots are dangerous when we're changing lanes at 70 mph on an interstate highway. But just as critical are the blind spots that block us from seeing the truth about ourselves and others. No one is immune to either kind. Blind spots are, by definition, invisible to us. No matter how often we're reminded to "check our blind spots," we can't—at least on our own. Our only hope is for God and others to come alongside us and help point them out. Once identified we can start becoming our best and most authentic self. Coauthors Tim Riddle and Fil Anderson help us learn how to recognize and avoid blind spots to become more like Jesus, remembering the Holy Spirit is the revealer and healer. By drawing on stories in Scripture and personal experience, the coauthors invite us to engage in an approachable, logical conversation about what blind spots are, why they exist, how to identify and remove them, how to keep them from returning, and how to point them out in others. In this practical resource full of biblical wisdom, Riddle and Anderson aim to lovingly guide readers toward spiritual growth to live fully and freely as Gods dearly loved, completely forgiven, and forever free daughters and sons. Blind Spots helps us find concrete, biblical solutions to the problem of these shortcomings, cultivating a desire for godliness and a greater appreciation for the Spirit's work in our own lives.

The Voynich Manuscript has been considered to be the world's most mysterious book. Filled with strange illustrations and an unknown language, it challenged the world's top code-crackers for nearly a century. But in just four-and-a-half months, Dr. Gordon Rugg, a renowned researcher, found evidence (which had been there all along) that the book could be a giant, glittering hoax. In *Blind Spot: Why We Fail to See the Solution Right in Front of Us*, Dr. Rugg shares his story and shows how his toolkit of problem-solving techniques—such as his Verifier Method—can save the day, particularly in those times when the experts on your team have all the data in front of them but are still unaccountably at an impasse. In the tradition of Malcolm Gladwell and Dan Ariely, Dr. Rugg, a rising star in computer science, challenges us to re-examine the way we think, and provides new tools to solve problems and crack codes in our own lives.

Digital transformation is no longer news--it's a necessity. Despite the widespread threat of disruption, many large companies in traditional industries have succeeded at digitizing their businesses in truly transformative ways. The New York Times, formerly a bastion of traditional media, has created a thriving digital product behind a carefully designed paywall. Best Buy has transformed its business in the face of Amazon's threat. John Deere has formed a data-analysis arm to complement its farm-equipment business. And Goldman Sachs and many others are using digital technologies to reimagine their businesses. In *Driving Digital Strategy*, Harvard Business School professor Sunil Gupta provides an actionable framework for following their lead. For over a decade, Gupta has studied digital transformation at Fortune 500 companies. He knows what works and what doesn't. Merely

dabbling in digital or launching a small independent unit, which many companies do, will not bring success. Instead you need to fundamentally change the core of your business and ensure that your digital strategy touches all aspects of your organization: your business model, value chain, customer relationships, and company culture. Gupta covers each aspect in vivid detail while providing navigation tips and best practices along the way. Filled with rich and illuminating case studies of companies at the forefront of digital transformation, Driving Digital Strategy is the comprehensive guide you need to take full advantage of the limitless opportunities the digital age provides.

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