

## Doing Good Better How Effective Altruism Can Help You Help Others Do Work That Matters And Make Smarter Choices About Giving Back

The author of the international bestseller *Happiness* makes a passionate case for altruism -- and why we need it now more than ever. In *Happiness*, Matthieu Ricard demonstrated that true happiness is not tied to fleeting moments or sensations, but is an enduring state of soul rooted in mindfulness and compassion for others. Now he turns his lens from the personal to the global, with a rousing argument that altruism -- genuine concern for the well-being of others -- could be the saving grace of the 21st century. It is, he believes, the vital thread that can answer the main challenges of our time: the economy in the short term, life satisfaction in the mid-term, and environment in the long term. Ricard's message has been taken up by major economists and thinkers, including Dennis Snower, Amartya Sen, Joseph Stiglitz, and George Soros. Matthieu Ricard makes a robust and passionate case for cultivating altruistic love and compassion as the best means for simultaneously benefitting ourselves and our society. It's a fresh outlook on an ardent struggle -- and one that just might make the world a better place. Almost all of us want to make a difference. So we volunteer, donate to charity, recycle or try to cut down our carbon emissions. But rarely do we know how much of a difference we're really making. In a remarkable re-examination of the evidence, *Doing Good Better* reveals why buying sweatshop-produced goods benefits the poor; why cosmetic surgeons can do more good than charity workers; and why giving to a relief fund is generally not the best way to help after a natural disaster. By examining the charities you give to, the volunteering you do, the goods you buy and the career you pursue, this fascinating and often surprising guide shows how through simple actions you can improve thousands of lives - including your own.

MARCH is Community Social Services Awareness month! Is your organization looking for service project ideas? An increasing number of schools, workplaces, and organizations are doing family service projects as a way to make positive change in their communities. The 101 projects in *Doing Good Together* answer this growing demand for family service with hands-on projects focused on easing poverty, promoting literacy, supporting the troops, helping the environment, and more.

"What does it mean to devote yourself wholly to helping others? In *Strangers Drowning*, Larissa MacFarquhar seeks out people living lives of extreme ethical commitment and tells their deeply intimate stories; their stubborn integrity and their compromises; their bravery and their recklessness; their joys and defeats and wrenching dilemmas. Through its sympathetic and beautifully vivid storytelling, *Strangers Drowning* confronts us with fundamental questions about what it means to be human. In a world of strangers drowning in need, how much should we help, and how much can we help? Is it right to care for strangers even at the expense of those we are closest to? Moving and provocative, *Strangers Drowning* challenges us to think about what we value most, and why"--

This urgent and eye-opening book makes the case that protecting humanity's future is the central challenge of our time. If all goes well, human history is just beginning. Our species could survive for billions of years - enough time to end disease, poverty, and injustice, and to flourish in ways unimaginable today. But this vast future is at risk. With the advent of nuclear weapons, humanity entered a new age, where we face existential catastrophes - those from which we could never come back. Since then, these dangers have only multiplied, from climate change to engineered pathogens and artificial intelligence. If we do not act fast to reach a place of safety, it will soon be too late. Drawing on over a decade of research, *The Precipice* explores the cutting-edge science behind the risks we face. It puts them in the context of the

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greater story of humanity: showing how ending these risks is among the most pressing moral issues of our time. And it points the way forward, to the actions and strategies that can safeguard humanity. An Oxford philosopher committed to putting ideas into action, Toby Ord has advised the US National Intelligence Council, the UK Prime Minister's Office, and the World Bank on the biggest questions facing humanity. In *The Precipice*, he offers a startling reassessment of human history, the future we are failing to protect, and the steps we must take to ensure that our generation is not the last. "A book that seems made for the present moment." —*New Yorker*

Several years ago, Eric Friedman decided to donate a substantial percentage of his income to charity. As many people do when making a big decision, he researched the best path he should take to accomplish his goal. After speaking with foundations, consultants, and nonprofit staff members, he found that few could adequately respond to his basic questions: How should donors choose the causes they support? How can donors maximize the impact of their giving? In *Reinventing Philanthropy*, Friedman shares the answers he found when exploring the world of charitable giving. What he discovered will help readers combine their business acumen with their compassion, soul-searching, and self-awareness so they can become highly effective donors. While many donors choose to direct their giving based on personal interests and passions, Friedman reinvents the best practices in philanthropic giving and demonstrates how the selection of donation recipients can be based more on maximizing a donation's benefits to those in need. He also provides specific strategies for effective giving, including the best ways to identify high-performance nonprofit organizations and the most important criteria for selecting causes to support.

Do you feel stuck in life, not knowing how to make it more successful? Do you wish to become more popular? Are you craving to earn more? Do you wish to expand your horizon, earn new clients and win people over with your ideas? *How to Win Friends and Influence People* is a well-researched and comprehensive guide that will help you through these everyday problems and make success look easier. You can learn to expand your social circle, polish your skill set, find ways to put forward your thoughts more clearly, and build mental strength to counter all hurdles that you may come across on the path to success. Having helped millions of readers from the world over achieve their goals, the clearly listed techniques and principles will be the answers to all your questions.

Find a fulfilling career that tackles the world's most pressing problems, using this guide based on five years of research alongside academics at Oxford. You have about 80,000 hours in your career: 40 hours a week, 50 weeks a year, for 40 years. This means your choice of career is one of the most important decisions you'll ever make. Make the right choices, and you can help solve some of the world's most pressing problems, as well as have a more rewarding, interesting life. For such an important decision, however, there's surprisingly little good advice out there. Most career advice focuses on things like how to write a CV, and much of the rest is just (misleading) platitudes like "follow your passion". Most people we speak to don't even use career advice - they just speak to friends and try to figure it out for themselves. When it comes to helping others with your career the advice usually assumes you need to work as a teacher, doctor, charity worker, and so on, even though these paths might not be a good fit for you, and were not what the highest-impact people in history did. This guide is based on five years of research conducted alongside academics at the University of Oxford. It aims to help you find a career you enjoy, you're good at, and that tackles the world's most pressing problems. It covers topics like: 1. What makes for a dream job, and why "follow your passion" can be misleading. 2. Why the most effective ways to make a difference aren't always the obvious ones like working at a charity, or becoming a doctor. 3. How to compare global problems, like climate change and education, in terms of their scale and urgency. 4. How to discover and develop your strengths. It's also full of practical tips and tools. You'll come away with a plan to

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use your 80,000 hours in a way that's fulfilling and high impact. What people are saying "Based on evidence and good sense, not platitudes" - Steven Pinker, New York Times bestselling author Johnstone Family Professor of Psychology at Harvard University. "This incredible group is helping people have a greater social impact with their careers." - Sue Desmond-Hellmann, CEO of the Bill and Melinda Gates Foundation. "Every college grad should read this" - Tim Urban, creator of Wait But Why. Read more online This book is based on the free guide you can find on the 80,000 Hours website, where you can find many more articles and our most up-to-date content. All profits from the book are used to fund 80,000 Hours, expanding our research and enabling us to reach more people. About the authors 80,000 Hours is an independent non-profit founded in Oxford in 2011. It performs research into career choice, and provides online and in-person advice. Benjamin Todd is the CEO and co-founder of 80,000 Hours. He grew the organization from a student society at Oxford to a non-profit that's raised \$1.3m in donations, and has 100,000 monthly readers. He has a Master's degree in Physics and Philosophy from Oxford, and speaks Chinese, badly. Ben is advised by the rest of the 80,000 Hours team, including Professor Will MacAskill, author of Doing Good Better, co-founder of the Effective Altruism movement, and one of the youngest tenured professors of philosophy in the world.

**Philanthro-capitalism: How charity became big business** The charitable sector is one of the fastest-growing industries in the global economy. Nearly half of the more than 85,000 private foundations in the United States have come into being since the year 2000. Just under 5,000 more were established in 2011 alone. This deluge of philanthropy has helped create a world where billionaires wield more power over education policy, global agriculture, and global health than ever before. In *No Such Thing as a Free Gift*, author and academic Linsey McGoey puts this new golden age of philanthropy under the microscope—paying particular attention to the Bill and Melinda Gates Foundation. As large charitable organizations replace governments as the providers of social welfare, their largesse becomes suspect. The businesses fronting the money often create the very economic instability and inequality the foundations are purported to solve. We are entering an age when the ideals of social justice are dependent on the strained rectitude and questionable generosity of the mega-rich.

In this Tenth Anniversary Edition of *The Life You Can Save*, Peter Singer brings his landmark book up to date. In addition to restating his compelling arguments about how we should respond to extreme poverty, he examines the progress we are making and recounts how the first edition transformed the lives both of readers and the people they helped. Learn how you can be part of the solution, doing good for others while adding fulfillment to your own life.

This trusted handbook for nonprofit board service is newly revised and includes new case studies and even more tips and ideas from the trenches of nonprofit board work. *Doing Good Better* is approachable wisdom. Edgar Stoesz has made *Doing Good Better* a guidebook for both board members of nonprofits, whether new to the task, or highly experienced. First, Stoesz identifies two failings common to many boards of nonprofit organizations that are often overlooked: 1. A board's governance role is very different from the role of management.

"Making this distinction requires a reorientation for most board member, because

in their day jobs, they are managers or employees.” 2. Boards often fail at two matters: a.) preparation of their members, and b.) regular evaluations of their own effectiveness and focus. In short, pointedly-written chapters, Stoesz covers: Helping Directors Understand Their Governance Role A Plan to Fulfill the Purpose Reporting Back to the Members Planning Effective Meetings Great Boards Have a Good Fight (occasionally) Working Your Way Through a Crisis Great Boards Celebrate Leaving Right Stoesz deftly interweaves background philosophy, vision, and razor-sharp specific ideas. "Discussion/Action Questions" conclude many of the chapters. In addition, Stoesz offers a "Board Evaluation Form," a "Director's Self-Evaluation Form," and an outline for the "Executive Director Annual Review."

This newest edition of the classic book shows how anyone can align and integrate values, passions, and dreams for their communities and families into their plans. Inspired Philanthropy explains how to make a difference by creating giving and legacy plans, tells what questions to ask nonprofits, and spells out how to help partner with advisors and nonprofit leaders for inspired outcomes. In addition to overall updates to statistics, the new edition includes a discussion of the implications of the Buffett gift to the Gates Foundation; new legacy planning tools; expanded resources on youth, giving circles, and communities of color; key questions for advisors and donors; and worksheets and resources available on the enclosed CD.

Development policies in the globalising world.

If you're an executive director, board member, leader, staff member, or even a volunteer in a nonprofit, you've chosen this path because you want to make the world better. Yet the majority who work in nonprofits often feel like they're running in place, frustrated because they don't have a blueprint for working more efficiently with their colleagues. The source of this dissatisfaction is often rooted in two crucial issues that affect the proficient operations of nearly all nonprofits: dysfunctional and ambiguous views regarding who has power and who makes decisions. Even when these responsibilities are somewhat clear, decision-making unrest is common, resulting in confusion, stymied leaders, and disempowered staff. If this has been your experience, *Do More Good. Better.* is a powerful, easy-to-implement solution to fix this dysfunction. With simple steps and insightful activities that address the underlying roles that fear, conflict, and confusion play in your organization's decision-making ecosystem, the book provides you with the tools to promote a straightforward, consistent, non-threatening way to advocate for power and decision-making that is feasible and makes sense, effecting a positive transformation in all members of your nonprofit. If you're ready to say goodbye to persistent overwhelm and the sense that you're never doing enough—without hiring more people or spending more money—this book offers you the framework to help you harness the full potential of your team, love your job more, and use your existing human and financial resources more effectively to do more good ... better.

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An argument for putting sentiment aside and maximizing the practical impact of our donated dollars: “Powerful, provocative” (Nicholas Kristof, *The New York Times*). Peter Singer’s books and ideas have been disturbing our complacency ever since the appearance of *Animal Liberation*. Now he directs our attention to a challenging new movement in which his own ideas have played a crucial role: effective altruism. Effective altruism is built upon the simple but profoundly unsettling idea that living a fully ethical life involves doing the “most good you can do.” Such a life requires a rigorously unsentimental view of charitable giving: to be a worthy recipient of our support, an organization must be able to demonstrate that it will do more good with our money or our time than other options open to us. Singer introduces us to an array of remarkable people who are restructuring their lives in accordance with these ideas, and shows how, paradoxically, living altruistically often leads to greater personal fulfillment than living for oneself. *Doing the Most Good* develops the challenges Singer has made, in the *New York Times* and *Washington Post*, to those who donate to the arts, and to charities focused on helping our fellow citizens, rather than those for whom we can do the most good. Effective altruists are extending our knowledge of the possibilities of living less selfishly, and of allowing reason, rather than emotion, to determine how we live. *Doing the Most Good* offers new hope for our ability to tackle the world’s most pressing problems.

*Doing Good Well* is a thinking man’s guide to the nonprofit world. It is replete with nonprofit paradigms. It provides a different twist to what one might regard as straightforward notions such as mission, staff compensation, governance and corporate social responsibility. And it surprises and challenges even as it seeks to explain charity-specific issues such as charitableness, bridging the rich/poor divide, informed giving and social entrepreneurship.

In this instant *New York Times* bestseller, Angela Duckworth shows anyone striving to succeed that the secret to outstanding achievement is not talent, but a special blend of passion and persistence she calls “grit.” “Inspiration for non-geniuses everywhere” (*People*). The daughter of a scientist who frequently noted her lack of “genius,” Angela Duckworth is now a celebrated researcher and professor. It was her early eye-opening stints in teaching, business consulting, and neuroscience that led to her hypothesis about what really drives success: not genius, but a unique combination of passion and long-term perseverance. In *Grit*, she takes us into the field to visit cadets struggling through their first days at West Point, teachers working in some of the toughest schools, and young finalists in the National Spelling Bee. She also mines fascinating insights from history and shows what can be gleaned from modern experiments in peak performance. Finally, she shares what she’s learned from interviewing dozens of high achievers—from JP Morgan CEO Jamie Dimon to *New Yorker* cartoon editor Bob Mankoff to Seattle Seahawks Coach Pete Carroll. “Duckworth’s ideas about the cultivation of tenacity have clearly changed some lives for the better” (*The New York Times Book Review*). Among *Grit*’s most valuable insights: any effort you make ultimately counts twice toward your goal; grit can be learned, regardless of IQ or circumstances; when it comes to child-rearing, neither a warm embrace nor high standards will work by themselves; how to trigger lifelong interest; the magic of the Hard Thing Rule; and so much more. Winningly personal, insightful, and even life-changing, *Grit* is a book about what goes through your head when you fall down, and how that—not talent or luck—makes all the difference. This is “a fascinating tour of the psychological

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research on success" (The Wall Street Journal).

"... MacAskill and his colleagues developed effective altruism - a practical, data-driven approach to doing good that allows us to make a tremendous difference regardless of our resources. Effective altruists operate by asking certain key questions, which force them to think differently, overcome biases, and use evidence and careful reasoning rather than act on impulse."--Page 4 of cover.

In 2010, Haiti was ravaged by a brutal earthquake that affected the lives of millions. The call to assist those in need was heard around the globe. Yet two years later humanitarian efforts led by governments and NGOs have largely failed. Resources are not reaching the needy due to bureaucratic red tape, and many assets have been squandered. How can efforts intended to help the suffering fail so badly? In this timely and provocative book, Christopher J. Coyne uses the economic way of thinking to explain why this and other humanitarian efforts that intend to do good end up doing nothing or causing harm. In addition to Haiti, Coyne considers a wide range of interventions. He explains why the U.S. government was ineffective following Hurricane Katrina, why the international humanitarian push to remove Muammar Gaddafi in Libya may very well end up causing more problems than prosperity, and why decades of efforts to respond to crises and foster development around the world have resulted in repeated failures. In place of the dominant approach to state-led humanitarian action, this book offers a bold alternative, focused on establishing an environment of economic freedom. If we are willing to experiment with aid—asking questions about how to foster development as a process of societal discovery, or how else we might engage the private sector, for instance—we increase the range of alternatives to help people and empower them to improve their communities. Anyone concerned with and dedicated to alleviating human suffering in the short term or for the long haul, from policymakers and activists to scholars, will find this book to be an insightful and provocative reframing of humanitarian action.

The old saying goes, "To the man with a hammer, everything looks like a nail." But anyone who has done any kind of project knows a hammer often isn't enough. The more tools you have at your disposal, the more likely you'll use the right tool for the job - and get it done right. The same is true when it comes to your thinking. The quality of your outcomes depends on the mental models in your head. And most people are going through life with little more than a hammer. Until now. *The Great Mental Models: General Thinking Concepts* is the first book in *The Great Mental Models* series designed to upgrade your thinking with the best, most useful and powerful tools so you always have the right one on hand. This volume details nine of the most versatile, all-purpose mental models you can use right away to improve your decision making, productivity, and how clearly you see the world. You will discover what forces govern the universe and how to focus your efforts so you can harness them to your advantage, rather than fight with them or worse yet- ignore them. Upgrade your mental toolbox and get the first volume today. **AUTHOR BIOGRAPHY** Farnam Street (FS) is one of the world's fastest growing websites, dedicated to helping our readers master the best of what other people have already figured out. We curate, examine and explore the timeless ideas and mental models that history's brightest minds have used to live lives of purpose. Our readers include students, teachers, CEOs, coaches, athletes, artists, leaders, followers, politicians and more. They're not defined by gender, age, income, or politics but rather by a shared passion for avoiding problems, making better decisions, and lifelong learning. **AUTHOR HOME** Ottawa, Ontario, Canada

*The Effective Altruism Handbook* is a compilation of essays about how do more good with limited resources. It presents much of the intellectual progress of the effective altruism movement, a group dedicated to discovering and carrying out the most effective philanthropic interventions. It features a range of problems that we ask when considering how to have an impact, and many that we don't think to ask at all, across areas such as charity evaluation,

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career choice and cause selection. Its contributors include Professors Peter Singer and William MacAskill, who provide the introduction, and the leaders of a wide range of organisations, who discuss how they seek to put this movement's ideas into practice.

Asserts that 250 years ago, some parts of the world began to experience sustained progress, opening up gaps and setting the stage for today's hugely unequal world and examines the United States, a nation that has prospered but is today experiencing slower growth and increasing inequality.

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How should we make decisions when we're uncertain about what we ought, morally, to do?

Decision-making in the face of fundamental moral uncertainty is underexplored terrain:

MacAskill, Bykvist, and Ord argue that there are distinctive norms by which it is governed, and which depend on the nature of one's moral beliefs.

The New York Times bestselling author of *Complications* examines, in riveting accounts of medical failure and triumph, how success is achieved in a complex and risk-filled profession. The struggle to perform well is universal: each one of us faces fatigue, limited resources, and imperfect abilities in whatever we do. But nowhere is this drive to do better more important than in medicine, where lives are on the line with every decision. In his new book, Atul Gawande explores how doctors strive to close the gap between best intentions and best performance in the face of obstacles that sometimes seem insurmountable. Gawande's gripping stories of diligence, ingenuity, and what it means to do right by people take us to battlefield surgical tents in Iraq, to labor and delivery rooms in Boston, to a polio outbreak in India, and to malpractice courtrooms around the country. He discusses the ethical dilemmas of doctors' participation in lethal injections, examines the influence of money on modern medicine, and recounts the astoundingly contentious history of hand washing. And as in all his writing, Gawande gives us an inside look at his own life as a practicing surgeon, offering a searingly honest firsthand account of work in a field where mistakes are both unavoidable and unthinkable. At once unflinching and compassionate, *Better* is an exhilarating journey narrated by "arguably the best nonfiction doctor-writer around" (Salon). Gawande's investigation into medical professionals and how they progress from merely good to great provides rare insight into the elements of success, illuminating every area of human endeavor.

This is the first collective study of the thinking behind the effective altruism movement. This movement comprises a growing global community of people who organise significant parts of their lives around the two key concepts represented in its name. Altruism is the idea that if we use a significant portion of the resources in our possession - whether money, time, or talents - with a view to helping others then we can improve the world considerably. When we do put such resources to altruistic use, it is crucial to focus on how much good this or that intervention is reasonably expected to do per unit of resource expended (as a gauge of effectiveness). We can try to rank various possible actions against each other to establish which will do the most good with the resources expended. Thus we could aim to rank various possible kinds of action to alleviate poverty against one another, or against actions aimed at very different types of outcome, focused perhaps on animal welfare or future generations. The scale and organisation of the effective altruism movement encourage careful dialogue on questions that have perhaps long been there, throwing them into new and sharper relief, and giving rise to previously unnoticed questions. In this volume a team of internationally recognised philosophers, economists, and political theorists present refined and in-depth explorations of issues that arise once one takes seriously the twin ideas of altruistic commitment and effectiveness.

For the first time in history, eradicating world poverty is within our reach. Yet around the world, a billion people struggle to live each day on less than many of us pay for bottled water. In *The*

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Life You Can Save, Peter Singer uses ethical arguments, illuminating examples, and case studies of charitable giving to show that our current response to world poverty is not only insufficient but morally indefensible. The Life You Can Save teaches us to be a part of the solution, helping others as we help ourselves.

Don't try to do it all. Do more good. Better. I am no productivity guru. I am a writer, a church leader, a husband, and a father—a Christian with a lot of responsibilities and with new tasks coming at me all the time. I wrote this short, fast-paced, practical guide to productivity to share what I have learned about getting things done in today's digital world. Whether you are a student or a professional, a work-from-home dad or a stay-at-home mom, it will help you learn to structure your life to do the most good to the glory of God. In *Do More Better*, you will learn: Common obstacles to productivity The great purpose behind productivity 3 essential tools for getting things done The power of daily and weekly routines And much more, including bonus material on taming your email and embracing the inevitable messiness of productivity. It really is possible to live a calm and orderly life, sure of your responsibilities and confident in your progress. You can do more better. And I would love to help you get there. —Tim Challies

Most of us want to make a difference. We donate our time and money to charities and causes we deem worthy, choose careers we consider meaningful, and patronize businesses and buy products we believe make the world a better place. Unfortunately, we often base these decisions on assumptions and emotions rather than facts. As a result, even our best intentions often lead to ineffective—and sometimes downright harmful—outcomes. How can we do better? While a researcher at Oxford, trying to figure out which career would allow him to have the greatest impact, William MacAskill confronted this problem head on. He discovered that much of the potential for change was being squandered by lack of information, bad data, and our own prejudice. As an antidote, he and his colleagues developed effective altruism, a practical, data-driven approach that allows each of us to make a tremendous difference regardless of our resources. Effective altruists believe that it's not enough to simply do good; we must do good better. At the core of this philosophy are five key questions that help guide our altruistic decisions: How many people benefit, and by how much? Is this the most effective thing I can do? Is this area neglected? What would have happened otherwise? What are the chances of success, and how good would success be? By applying these questions to real-life scenarios, MacAskill shows how many of our assumptions about doing good are misguided. For instance, he argues one can potentially save more lives by becoming a plastic surgeon rather than a heart surgeon; measuring overhead costs is an inaccurate gauge of a charity's effectiveness; and, it generally doesn't make sense for individuals to donate to disaster relief. MacAskill urges us to think differently, set aside biases, and use evidence and careful reasoning rather than act on impulse. When we do this—when we apply the head and the heart to each of our altruistic endeavors—we find that each of us has the power to do an astonishing amount of good.

**NEW YORK TIMES BESTSELLER** • From the author of *The Power of Habit* comes a fascinating book that explores the science of productivity, and why managing how you think is more important than what you think—with an appendix of real-world lessons to apply to your life. At the core of *Smarter Faster Better* are eight key productivity concepts—from motivation and goal setting to focus and decision making—that explain why some people and companies get so much done. Drawing on the latest findings in neuroscience, psychology, and behavioral economics—as well as the experiences of CEOs, educational reformers, four-star generals, FBI agents, airplane pilots, and Broadway songwriters—this painstakingly researched book explains that the most productive people, companies, and organizations don't merely act differently. They view the world, and their choices, in profoundly different ways. A young woman drops out of a PhD program and starts playing poker. By training herself to envision contradictory futures, she learns to anticipate her opponents' missteps—and becomes one of the most successful

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players in the world. A group of data scientists at Google embark on a four-year study of how the best teams function, and find that how a group interacts is more important than who is in the group—a principle, it turns out, that also helps explain why Saturday Night Live became a hit. A Marine Corps general, faced with low morale among recruits, reimagines boot camp—and discovers that instilling a “bias toward action” can turn even the most directionless teenagers into self-motivating achievers. The filmmakers behind Disney’s Frozen are nearly out of time and on the brink of catastrophe—until they shake up their team in just the right way, spurring a creative breakthrough that leads to one of the highest-grossing movies of all time. What do these people have in common? They know that productivity relies on making certain choices. The way we frame our daily decisions; the big ambitions we embrace and the easy goals we ignore; the cultures we establish as leaders to drive innovation; the way we interact with data: These are the things that separate the merely busy from the genuinely productive. In *The Power of Habit*, Pulitzer Prize-winning journalist Charles Duhigg explained why we do what we do. In *Smarter Faster Better*, he applies the same relentless curiosity, deep reporting, and rich storytelling to explain how we can improve at the things we do. It’s a groundbreaking exploration of the science of productivity, one that can help anyone learn to succeed with less stress and struggle, and to get more done without sacrificing what we care about most—to become smarter, faster, and better at everything we do.

What if the idealized image of American society—a land of opportunity that will reward hard work with economic success—is completely wrong? Few topics have as many myths, stereotypes, and misperceptions surrounding them as that of poverty in America. The poor have been badly misunderstood since the beginnings of the country, with the rhetoric only ratcheting up in recent times. Our current era of fake news, alternative facts, and media partisanship has led to a breeding ground for all types of myths and misinformation to gain traction and legitimacy. *Poorly Understood* is the first book to systematically address and confront many of the most widespread myths pertaining to poverty. Mark Robert Rank, Lawrence M. Eppard, and Heather E. Bullock powerfully demonstrate that the realities of poverty are much different than the myths; indeed in many ways they are more disturbing. The idealized image of American society is one of abundant opportunities, with hard work being rewarded by economic prosperity. But what if this picture is wrong? What if poverty is an experience that touches the majority of Americans? What if hard work does not necessarily lead to economic well-being? What if the reasons for poverty are largely beyond the control of individuals? And if all of the evidence necessary to disprove these myths has been readily available for years, why do they remain so stubbornly pervasive? These are much more disturbing realities to consider because they call into question the very core of America's identity. Armed with the latest research, *Poorly Understood* not only challenges the myths of poverty and inequality, but it explains why these myths continue to exist, providing an innovative blueprint for how the nation can move forward to effectively alleviate American poverty.

Negotiation and decision-making expert Max Bazerman explores how we can make more ethical choices by aspiring to be better, not perfect. Every day, you make hundreds of decisions. They’re largely personal, but these choices have an ethical tinge as well; they value certain principles and ends over others. Bazerman argues that we can better balance both dimensions—and we needn’t seek perfection to make a real difference for ourselves and the world. *Better, Not Perfect* provides a deeply researched, prescriptive roadmap for how to maximize our pleasure and minimize pain. Bazerman shares a framework to be smarter and more efficient, honest and aware—to attain your “maximum sustainable goodness.” In Part Two, he identifies four training grounds to practice these newfound skills for outsized impact: how you think about equality and your tribe(s); waste—from garbage to corporate excess; the way you spend time; and your approach to giving—whether your attention or your money. Ready to nudge yourself toward better, Part Three trains your eye on how to extend what

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you've learned and positively influence others. Melding philosophy and psychology as never before, this down-to-earth guide will help clarify your goals, assist you in doing more good with your limited time on the planet, and see greater satisfaction in the process.

The Challenge Built to Last, the defining management study of the nineties, showed how great companies triumph over time and how long-term sustained performance can be engineered into the DNA of an enterprise from the very beginning. But what about the company that is not born with great DNA? How can good companies, mediocre companies, even bad companies achieve enduring greatness? The Study For years, this question preyed on the mind of Jim Collins. Are there companies that defy gravity and convert long-term mediocrity or worse into long-term superiority? And if so, what are the universal distinguishing characteristics that cause a company to go from good to great? The Standards Using tough benchmarks, Collins and his research team identified a set of elite companies that made the leap to great results and sustained those results for at least fifteen years. How great? After the leap, the good-to-great companies generated cumulative stock returns that beat the general stock market by an average of seven times in fifteen years, better than twice the results delivered by a composite index of the world's greatest companies, including Coca-Cola, Intel, General Electric, and Merck. The Comparisons The research team contrasted the good-to-great companies with a carefully selected set of comparison companies that failed to make the leap from good to great. What was different? Why did one set of companies become truly great performers while the other set remained only good? Over five years, the team analyzed the histories of all twenty-eight companies in the study. After sifting through mountains of data and thousands of pages of interviews, Collins and his crew discovered the key determinants of greatness -- why some companies make the leap and others don't. The Findings The findings of the Good to Great study will surprise many readers and shed light on virtually every area of management strategy and practice. The findings include: Level 5 Leaders: The research team was shocked to discover the type of leadership required to achieve greatness. The Hedgehog Concept (Simplicity within the Three Circles): To go from good to great requires transcending the curse of competence. A Culture of Discipline: When you combine a culture of discipline with an ethic of entrepreneurship, you get the magical alchemy of great results. Technology Accelerators: Good-to-great companies think differently about the role of technology. The Flywheel and the Doom Loop: Those who launch radical change programs and wrenching restructurings will almost certainly fail to make the leap. "Some of the key concepts discerned in the study," comments Jim Collins, "fly in the face of our modern business culture and will, quite frankly, upset some people." Perhaps, but who can afford to ignore these findings?

From the bestselling author of *Waking Up* and *The End of Faith*, an adaptation of his wildly popular, often controversial podcast "Civilization rests on a series of successful conversations." —Sam Harris Sam Harris—neuroscientist, philosopher,

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and bestselling author—has been exploring some of the most important questions about the human mind, society, and current events on his podcast, Making Sense. With over one million downloads per episode, these discussions have clearly hit a nerve, frequently walking a tightrope where either host or guest—and sometimes both—lose their footing, but always in search of a greater understanding of the world in which we live. For Harris, honest conversation, no matter how difficult or controversial, represents the only path to moral and intellectual progress. This book includes a dozen of the best conversations from Making Sense, including talks with Daniel Kahneman, Timothy Snyder, Nick Bostrom, and Glen Loury, on topics that range from the nature of consciousness and free will, to politics and extremism, to living ethically. Together they shine a light on what it means to “make sense” in the modern world.

A practical guide to philanthropy at all levels of giving that seeks to educate and inspire A majority of American households give to charity in some form or another--from local donations to food banks, religious organizations, or schools, to contributions to prevent disease or protect basic freedoms. Whether you're in a position to give \$1 or \$1 million, every giver needs to answer the same question: How do I channel my giving effectively to make the greatest difference? In Giving Done Right, Phil Buchanan, the president of the Center for Effective Philanthropy, arms donors with what it takes to do more good more quickly and to avoid predictable errors that lead too many astray. This crucial book will reveal the secrets and lessons learned from some of the biggest givers, busting commonly held myths and challenging the idea that "business thinking" holds the answer to effective philanthropy. And it offers the intellectual frameworks, data-driven insights, tools, and practical examples to allow readers to understand exactly what it takes to make a difference.

In the wake of the AIDS pandemic, legions of organizations and compassionate individuals from faraway places descended on Africa to offer help and save lives. Ann Swidler and Susan Cotts Watkins vividly describe the often mismatched expectations and fantasies of altruists who dream of transforming lives, of the villagers who desperately seek help, and of the brokers on whom both Western altruists and impoverished villagers must rely. Based on years of fieldwork in the heavily AIDS-affected country of Malawi, this incisive, irreverent book digs into the sprawling AIDS enterprise and unravels the paradoxes of policy and practice. All who want to do good—from idealistic volunteers to world-weary development professionals—depend on brokers as guides, fixers, and cultural translators. The mutual misunderstandings among these players create all the drama of a romance: longing, exhilaration, disappointment, heartache, and sometimes an enduring connection. A Fraught Embrace unveils the tangled relations of those involved in the collective struggle to contain an epidemic.

Turns out much of the advice we've been given about how to make the world a better place turns out to be dead wrong. Donating to certain charities will do thousands of times more good than donating to others. Non-profits that choose to

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carry out one program instead of another will be hundreds of times less successful than they could be, regardless of how bright, hard-working, and compassionate their staff may be. The majority of Americans are involved in charitable work. Most of us donate. Many of us volunteer. Millions go to work each day at a non-profit organization. By taking a more rigorous, calculated approach to charity, we can learn how to do dramatically more good. We can learn how to truly change the world. This book shows you how. Drawing on fifteen years of non-profit experience, a working knowledge of thousands of academic studies on what drives charitable and behavioral decisions, interviews with non-profit and philanthropy professionals, and years of reading, writing, and lecturing on how to effectively bring about social change. The first book to address how a whole host of psychological and social factors combine to drive us toward making bad charitable decisions, its unique content and frank approach will help it stand out in the field of non-profit and philanthropy books.

Analyzes eleven challenges from which communities, relationships, and friendships suffer after staying together long enough, looking at how such factors as loss of identity, entitlement, and doubt can be gifts rather than curses.

The New York Times bestselling, groundbreaking investigation of how the global elite's efforts to "change the world" preserve the status quo and obscure their role in causing the problems they later seek to solve. An essential read for understanding some of the egregious abuses of power that dominate today's news. Former New York Times columnist Anand Giridharadas takes us into the inner sanctums of a new gilded age, where the rich and powerful fight for equality and justice any way they can--except ways that threaten the social order and their position atop it. We see how they rebrand themselves as saviors of the poor; how they lavishly reward "thought leaders" who redefine "change" in winner-friendly ways; and how they constantly seek to do more good, but never less harm. We hear the limousine confessions of a celebrated foundation boss; witness an American president hem and haw about his plutocratic benefactors; and attend a cruise-ship conference where entrepreneurs celebrate their own self-interested magnanimity. Giridharadas asks hard questions: Why, for example, should our gravest problems be solved by the unelected upper crust instead of the public institutions it erodes by lobbying and dodging taxes? He also points toward an answer: Rather than rely on scraps from the winners, we must take on the grueling democratic work of building more robust, egalitarian institutions and truly changing the world. A call to action for elites and everyday citizens alike.

The #1 New York Times bestseller. Over 2 million copies sold! *Tiny Changes, Remarkable Results* No matter your goals, *Atomic Habits* offers a proven framework for improving--every day. James Clear, one of the world's leading experts on habit formation, reveals practical strategies that will teach you exactly how to form good habits, break bad ones, and master the tiny behaviors that lead to remarkable results. If you're having trouble changing your habits, the problem isn't you. The problem is your system. Bad habits repeat themselves again and

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again not because you don't want to change, but because you have the wrong system for change. You do not rise to the level of your goals. You fall to the level of your systems. Here, you'll get a proven system that can take you to new heights. Clear is known for his ability to distill complex topics into simple behaviors that can be easily applied to daily life and work. Here, he draws on the most proven ideas from biology, psychology, and neuroscience to create an easy-to-understand guide for making good habits inevitable and bad habits impossible. Along the way, readers will be inspired and entertained with true stories from Olympic gold medalists, award-winning artists, business leaders, life-saving physicians, and star comedians who have used the science of small habits to master their craft and vault to the top of their field. Learn how to: • make time for new habits (even when life gets crazy); • overcome a lack of motivation and willpower; • design your environment to make success easier; • get back on track when you fall off course; ...and much more. Atomic Habits will reshape the way you think about progress and success, and give you the tools and strategies you need to transform your habits--whether you are a team looking to win a championship, an organization hoping to redefine an industry, or simply an individual who wishes to quit smoking, lose weight, reduce stress, or achieve any other goal.

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