

Great People Decisions

31 Decision That Make A Person of Value is a collection of crucial decisions that matter to the success of every living being in life. They are applicable to people of every age, background and social class. To be a person of value means to demonstrate the capability to deliver wits, skills and action. Your tomorrow is simply the final outcome of whatever you decide today. You are a product of yesterday's decisions. This is why the thoughts in this book have been put together - to help you make decisions that will better your future.

Praise for Great People Decisions "Fernández-Aráoz has captured the essence of building great teams with a masterful and entirely practical study of what goes into getting people selection right." —JACK WELCH "Fernández-Aráoz does a great service with this wonderful book, teaching us how to accomplish the first task of any exceptional leader: get the right people on the bus, and into the right seats. His enduring passion, deep practical experience, and analytical methods make his approach refreshing and powerful." —JIM COLLINS, bestselling author of Good to Great "No matter your business or product, your service or strategy, it's all done with people. Great results only come when great people fill the right roles. In Great People Decisions, Fernández-Aráoz clears away the fog of myth and fad that has long clouded people decisions, bringing passion, sound experience, and wisdom to these all-important questions." —DANIEL GOLEMAN, bestselling author of Emotional Intelligence and Social Intelligence "Great People Decisions is a groundbreaking, myth-busting, and standard-setting work. To prepare yourself for the dramatic workforce changes that are expected in the next decade, the first thing you should do is read this book. The second thing you should do is put Fernández-Aráoz's advice

Read Online Great People Decisions

into practice immediately." —JIM KOUZES, bestselling coauthor of *The Leadership Challenge* and *A Leader's Legacy*

"Too many people say 'people are our most important assets' but then don't act on it. In this important and eloquent book, Fernández-Aráoz provides compelling evidence for why making great people decisions is essential for anyone who aspires to become a great leader or build a great company. If you follow the sage advice he offers in this book, you are sure to make great people decisions." —NITIN NOHRIA, Senior Associate Dean of Faculty Development, Harvard Business School, and coauthor of *Paths to Power* and *In Their Time*

Your guide to making better decisions Despite the dizzying amount of data at our disposal today—and an increasing reliance on analytics to make the majority of our decisions—many of our most critical choices still come down to human judgment. This fact is fundamental to organizations whose leaders must often make crucial decisions: to do this they need the best available insights. In *Judgment Calls*, authors Tom Davenport and Brook Manville share twelve stories of organizations that have successfully tapped their data assets, diverse perspectives, and deep knowledge to build an organizational decision-making capability—a competence they say can make the difference between success and failure. This book introduces a model that taps the collective judgment of an organization so that the right decisions are made, and the entire organization profits. Through the stories in *Judgment Calls*, the authors—both of them seasoned management thinkers and advisers—make the case for the wisdom of organizations and suggest ways to use it to best advantage. Each chapter tells a unique story of one dilemma and its ultimate resolution, bringing into high relief one key to the power of collective judgment. Individually, these stories inspire and instruct; together, they form a model

Read Online Great People Decisions

for building an organizational capacity for broadly based, knowledge-intensive decision making. You've read *The Wisdom of Crowds* and *Competing on Analytics*. Now read *Judgment Calls*. You, and your organization, will make better decisions.

Major New York Times bestseller Winner of the National Academy of Sciences Best Book Award in 2012 Selected by the New York Times Book Review as one of the ten best books of 2011 A Globe and Mail Best Books of the Year 2011 Title One of *The Economist's* 2011 Books of the Year One of *The Wall Street Journal's* Best Nonfiction Books of the Year 2011 2013 Presidential Medal of Freedom Recipient

Kahneman's work with Amos Tversky is the subject of Michael Lewis's *The Undoing Project: A Friendship That Changed Our Minds* In the international bestseller, *Thinking, Fast and Slow*, Daniel Kahneman, the renowned psychologist and winner of the Nobel Prize in Economics, takes us on a groundbreaking tour of the mind and explains the two systems that drive the way we think. System 1 is fast, intuitive, and emotional; System 2 is slower, more deliberative, and more logical. The impact of overconfidence on corporate strategies, the difficulties of predicting what will make us happy in the future, the profound effect of cognitive biases on everything from playing the stock market to planning our next vacation—each of these can be understood only by knowing how the two systems shape our judgments and decisions. Engaging the reader in a lively conversation about how we think, Kahneman reveals where we can and cannot trust our intuitions and how we can tap into the benefits of slow thinking. He offers practical and enlightening insights into how choices are made in both our business and our personal lives—and how we can use different techniques to guard against the mental glitches that often get us into trouble. Winner of the National Academy of Sciences Best

Read Online Great People Decisions

Book Award and the Los Angeles Times Book Prize and selected by The New York Times Book Review as one of the ten best books of 2011, *Thinking, Fast and Slow* is destined to be a classic.

Researchers studying decision making have traditionally studied the phenomenon in the laboratory, with hypothetical decisions that may or may not involve the decision maker's values, passions, or areas of expertise. The assumption is that the findings of these well-controlled laboratory studies will shed light on the important decisions people make in their everyday lives. This book examines that assumption. The volume begins by covering four basic phases of decision making: setting or clarifying goals, gathering information, structuring the decision, and making a final choice.

Comprehensive reviews of existing literature on each of these topics is provided. Next, the author examines differences in decision making as a function of several factors not typically discussed in the literature: the type of decision being made (e.g., legal, medical, moral) and the existence of individual differences in the decision maker (developmental differences, individual differences in style or temperament, differences as a function of expertise). The author then examines the topic of group decision making, contrasting it with individual decision making. The volume concludes with some observations and suggestions for improving peoples' everyday decision making. This book is intended for use as a core textbook or supplement for courses in psychology, education, or allied disciplines. It will also be an invaluable resource for people who work with people making decisions in various applied settings, such as schools, universities, and health care centers.

In this six-session video Bible study (DVD/digital downloads sold separately), Andy Stanley gives you five key questions to ask when you have a decision to make and you're not sure

what to do. We never know what or who hangs in the balance of the decisions we make. But what we do know is this: private decisions have public implications. Your private decisions probably won't stay private, and personal decisions will impact some other persons. These five simple questions will empower you to: Make better decisions with fewer regrets Pause when feeling tension over a decision Take the long view Look for the wise option Focus on the relational impact of decisions Designed for use with the Better Decisions, Fewer Regrets Video Study (sold separately).

Succeed by mastering the art of the who Why surround yourself with the best? Because it matters—in all aspects of life. In fact, in professional environments, getting people right—what global leadership authority Claudio Fernández-Aráoz calls “the art of great ‘who’ decisions”—marks the difference between success and failure. To thrive, you need to identify those with the highest potential, get them in your corner and on your team, and help them grow. Yet surprisingly very few of us are able to meet that challenge. This series of short and engaging essays outlines the obstacles to great “who” decisions and offers solutions to address them in a systematic way. Drawing from several decades of experience in global executive search and talent development, as well as the latest management and psychology research, Fernández-Aráoz offers wisdom and practical advice to improve the choices we make about employees and mentors, business partners and friends, top corporate leaders and even elected officials. The personal stories and cutting-edge studies described in the book will help you understand both your own failings and the external forces commonly at play in staffing decisions. The author shares concrete recommendations on how to select the best people, bring out their strengths, foster collective greatness in the groups you’ve assembled, and create not only better

Read Online Great People Decisions

organizations but also a better society. Starting with the cases of Amazon pioneer Jeff Bezos and Brazilian tycoon Roger Agnelli and continuing with individual and corporate examples from around the world, Fernández-Aráoz paints a vivid picture of what great “who” decisions look like and presents a fresh and commanding argument about why they matter more than ever today.

Praise for Great People Decisions "Fernandez-Araoz has captured the essence of building great teams with a masterful and entirely practical study of what goes into getting people selection right." --JACK WELCH "Fernandez-Araoz does a great service with this wonderful book, teaching us how to accomplish the first task of any exceptional leader: get the right people on the bus, and into the right seats. His enduring passion, deep practical experience, and analytical methods make his approach refreshing and powerful." --JIM COLLINS, bestselling author of Good to Great "No matter your business or product, your service or strategy, it's all done with people. Great results only come when great people fill the right roles. In Great People Decisions, Fernandez-Araoz clears away the fog of myth and fad that has long clouded people decisions, bringing passion, sound experience, and wisdom to these all-important questions." --DANIEL GOLEMAN, bestselling author of Emotional Intelligence and Social Intelligence "Great People Decisions is a groundbreaking, myth-busting, and standard-setting work. To prepare yourself for the dramatic workforce changes that are expected in the next decade, the first thing you should do is read this book. The second thing you should do is put Fernandez-Araoz's advice into practice immediately." --JIM KOUZES, bestselling coauthor of The Leadership Challenge and A Leader's Legacy "Too many people say 'people are our most important assets' but then don't act on it. In this important and eloquent book, Fernandez-Araoz provides compelling evidence for why

Read Online Great People Decisions

making great people decisions is essential for anyone who aspires to become a great leader or build a great company. If you follow the sage advice he offers in this book, you are sure to make great people decisions." --NITIN NOHRIA, Senior Associate Dean of Faculty Development, Harvard Business School, and coauthor of *Paths to Power* and *In Their Time*

A new eye-opener on how we can make better decisions—by the author of *Gut Feelings* In this age of big data we often trust that expert analysis—whether it's about next year's stock market or a person's risk of getting cancer—is accurate. But, as risk expert Gerd Gigerenzer reveals in his latest book, *Risk Savvy*, most of us, including doctors, lawyers, and financial advisors, often misunderstand statistics, leaving us misinformed and vulnerable to exploitation. Yet there's hope. In *Risk Savvy*, Gigerenzer gives us an essential guide to the science of good decision making, showing how ordinary people can make better decisions for their money, their health, and their families. Here, Gigerenzer delivers the surprising conclusion that the best results often come from considering less information and listening to your gut.

Dan Ariely, the New York Times bestselling author of *Predictably Irrational*, and illustrator Matt R. Trower present a playful graphic novel guide to better decision-making, based on the author's groundbreaking research in behavioral economics, neuroscience, and psychology. The internationally renowned author Dan Ariely is known for his incisive investigations into the messy business of decision-making. Now, in *Amazing Decisions*, his unique perspective—informed by behavioral economics, neuroscience, and psychology—comes alive in the graphic form. The illustrator Matt R. Trower's playful

and expressive artwork captures the lessons of Ariely's groundbreaking research as they explore the essential question: How can we make better decisions? *Amazing Decisions* follows the narrator, Adam, as he faces the daily barrage of choices and deliberations. He juggles two overlapping—and often contradictory—sets of norms: social norms and market norms. These norms inform our thinking in ways we often don't notice, just as Adam is shadowed by the “market fairy” and the “social fairy,” each compelling him to act in certain ways. Good decision-making, Ariely argues, requires us to identify and evaluate the forces at play under different circumstances, leading to an optimal outcome. *Amazing Decisions* is a fascinating and entertaining guide to developing skills that will prove invaluable in personal and professional life.

Talking to people about your designs might seem like a basic skill, but it can be difficult to do efficiently and well. And, in many cases, how you communicate about your work with stakeholders, clients, and other non-designers is more critical than the designs themselves—simply because the most articulate person usually wins. This practical guide focuses on principles, tactics, and actionable methods for presenting your designs. Whether you design UX, websites, or products, you'll learn how to win over anyone who has influence over the project—with the goal of creating the best experience for the end user.

Walk through the process of preparing for and presenting your designs Understand stakeholder perspectives, and learn how to empathize with them Cultivate both implicit and explicit listening skills Learn tactics and formulas for expressing the most effective response to feedback Discover why the way you follow through is just as crucial as the meeting itself Educate your stakeholders by sharing the chapter from this book on how to work with designers

Decisions equal success--nothing happens until one is made. Businesses make millions of decisions every day. But once in a great while a leader makes a truly game-changing decision that shifts not only the strategy of a single company but how everyone does business. These big decisions are counter intuitive--they go against the conventional wisdom. In hindsight, taking a different direction may seem easy, but these bet-the-company moves involve drama, doubt and high tension. What made Apple's board bring back Steve Jobs to the company? How did J&J decide to recall every bottle of Tylenol after a poisoning scare that only involved a small batch of the drug? What made Henry Ford decide to double the wages of his auto workers and how did that change the American economy for the next century? Here management consultant Verne Harnish, the CEO of Gazelles, along with Fortune's editors, provide the background story behind the 20 great

business decisions of all time. You'll get a glimpse into the thought process leading up to these groundbreaking moments and will learn how these decisions have shaped the thinking of today's top leaders. The Greatest Business Decisions of All Time will spur debates and ignite conversations from board rooms to coffee shops and all will be wondering how one might apply these lessons to one's own business.

New York Times bestselling author T.D. Jakes explains the tools that we need to know—whether we're single and looking to have a committed relationship or already married—before taking the next big step. The star of BET's *Mind, Body & Soul*, and featured guest speaker on Oprah's *Lifeclass*, Potter's House pastor, T.D. Jakes turns his attention to the topic of relationships, guiding you on the right track to making decisions you will benefit from for the rest of your life. In the vein of Joel Osteen's *Become a Better You* and Dr. Phil's *Life Strategies*, the New York Times bestselling *Making Great Decisions* gives you the psychological and practical tools you need to reflect, discern, and decide the next step toward strong relationships in your life.

"Remember," writes T.D. Jakes, "your tomorrow is no better than the decisions you make today." "My promise is that if you read this book, you will be equipped, you will know all you need to know about making foolproof relational decisions," writes T.D.

Jakes. Choosing the right partner, at home or at work, is one of the most consequential decisions we'll ever make. How can we be sure that we're choosing wisely? How do we know if we're doing the right thing when we change careers? By breaking our decisions down into their five crucial components: -Research: gathering information -Roadwork: removing obstacles -Rewards: listing choices and visualizing consequences -Revelation: narrowing your options and making your selection -Rearview: looking back and adjusting as necessary to stay on course Clear-sighted, realistic, and spiritually uplifting, Making Great Decisions is one of those rare books that can change lives.

From Jim Collins, the most influential business thinker of our era, comes an ambitious upgrade of his classic, Beyond Entrepreneurship, that includes all-new findings and world-changing insights. What's the roadmap to create a company that not only survives its infancy but thrives, changing the world for decades to come? Nine years before the publication of his epochal bestseller Good to Great, Jim Collins and his mentor, Bill Lazier, answered this question in their bestselling book, Beyond Entrepreneurship. Beyond Entrepreneurship left a definitive mark on the business community, influencing the young pioneers who were, at that time, creating the technology revolution that was birthing in Silicon Valley. Decades later, successive

generations of entrepreneurs still turn to the strategies outlined in *Beyond Entrepreneurship* to answer the most pressing business questions. *BE 2.0* is a new and improved version of the book that Jim Collins and Bill Lazier wrote years ago. In *BE 2.0*, Jim Collins honors his mentor, Bill Lazier, who passed away in 2005, and reexamines the original text of *Beyond Entrepreneurship* with his 2020 perspective. The book includes the original text of *Beyond Entrepreneurship*, as well as four new chapters and fifteen new essays. *BE 2.0* pulls together the key concepts across Collins' thirty years of research into one integrated framework called *The Map*. The result is a singular reading experience, which presents a unified vision of company creation that will fascinate not only Jim's millions of dedicated readers worldwide, but also introduce a new generation to his remarkable work.

Should I buy dark chocolate or milk chocolate? Which college should I attend? Should I be married or single? We face thousands of decisions, big and small, every day. But have you ever felt like you are too busy "discerning" to actually decide? True decision-making is more than just thinking about something . . . decisions involve taking action. YouTube star, Fr. Mike Schmitz, gives you the tools to decide what to do with your life today, tomorrow, and in the future with clarity and confidence. In this little book you will learn to: know when God is

speaking, how to recognize the "signs," and make wise decisions for your life. Fate is when you're fixed; you don't have a choice. Destiny is your destination . . . Know your destiny.

At some point in our lives, we all face tough decisions and have to make that hard call. In this remarkable book, Senator McCain and Mark Salter use experiences of both extraordinary people and people in extraordinary circumstances to dramatically describe the anatomy of a great decision. Highlights include: - Henry Ford's decision to sacrifice his company's competitive edge by reducing the work day and guaranteeing a minimum wage. - Branch Rickey's decision to offer Jackie Robinson a contract to play for the Brooklyn Dodgers in the face of public opposition. - Ellen Johnson-Sirleaf 's decision to return to wartorn Liberia after receiving an economics degree from Harvard. - General Fred Weyand's decision to redeploy fifteen of his battalions despite resistance from senior American military commanders in Vietnam. - And much more.

From the author of the wildly popular bestseller *The 7 Habits of Highly Effective Teens* comes the go-to guide that helps teens cope with major challenges they face in their lives—now updated for today's social media age. In this newly revised edition, Sean Covey helps teens figure out how to approach the six major challenges they face: gaining self-esteem,

dealing with their parents, making friends, being wise about sex, coping with substances, and succeeding at school and planning a career. Covey understands the pain and confusion that teens and their parents experience in the face of these weighty, life-changing, and common difficulties. He shows readers how to use the 7 Habits to cope with, manage, and ultimately conquer each challenge—and become happier and more productive. Now updated for the digital and social media age, Covey covers how technology affects these six decisions, keeping the information and advice relevant to today's teenagers.

Mastering the Seven Decisions guides readers to a profound understanding of how to fully integrate seven life-changing Decisions into their daily lives.

The Responsible Decision: The buck stops here. I accept responsibility for my past. I am responsible for my success. I will not let my history control my destiny. The Guided Decision: I will seek wisdom.

The Active Decision: I am a person of action. The Certain Decision: I have a decided heart. Criticism,

condemnation, and complaint have no power over me. The Joyful Decision: Today I will choose to be happy. The Compassionate Decision: I will greet this

day with a forgiving spirit. The Persistent Decision: I

will persist without exception.

History's Greatest Decisions identifies and profiles the many important and difficult decisions leaders

have made through history which shaped the world as we know it today. One of the defining features of being human is our capacity for complex problem solving. Most of the time we deal with mundane concerns, like what to have for breakfast or which pair of shoes to wear, but occasionally people face decisions about rather weightier matters. History's Greatest Decisions is concerned with this second category, those important and difficult decisions which only a very few people get to make and which can impact on the lives of millions of others and have the potential to change the world. From our unknown ancestors who made the first stone tools, to those people in Northern Ireland who managed to put aside their differences in order to create a better future for their children; from the most powerful man in the world deciding not to start a nuclear war, to a woman on a bus standing up for her rights refusing to move seats. History's Greatest Decisions looks at well-known and not-so-well-known examples of people who made the crucial decisions and got them right.

From the Nobel Prize-winning author of *Thinking, Fast and Slow* and the coauthor of *Nudge*, a revolutionary exploration of why people make bad judgments and how to make better ones--"a tour de force" (*New York Times*). Imagine that two doctors in the same city give different diagnoses to identical patients—or that two judges in the same courthouse

give markedly different sentences to people who have committed the same crime. Suppose that different interviewers at the same firm make different decisions about indistinguishable job applicants—or that when a company is handling customer complaints, the resolution depends on who happens to answer the phone. Now imagine that the same doctor, the same judge, the same interviewer, or the same customer service agent makes different decisions depending on whether it is morning or afternoon, or Monday rather than Wednesday. These are examples of noise: variability in judgments that should be identical. In *Noise*, Daniel Kahneman, Olivier Sibony, and Cass R. Sunstein show the detrimental effects of noise in many fields, including medicine, law, economic forecasting, forensic science, bail, child protection, strategy, performance reviews, and personnel selection. Wherever there is judgment, there is noise. Yet, most of the time, individuals and organizations alike are unaware of it. They neglect noise. With a few simple remedies, people can reduce both noise and bias, and so make far better decisions. Packed with original ideas, and offering the same kinds of research-based insights that made *Thinking, Fast and Slow* and *Nudge* groundbreaking New York Times bestsellers, *Noise* explains how and why humans are so susceptible to noise in judgment—and what we can do about it.

"As a rule, I have found that the greater brain a man has, and the better he is educated, the easier it has been to mystify him" (Harry Houdini to Arthur Conan Doyle). Smart people are not only just as prone to making mistakes as everyone else-- they may be even more susceptible to them. This is the "intelligence trap," the subject of David Robson's fascinating and provocative book. The Intelligence Trap explores cutting-edge ideas in our understanding of intelligence and expertise, including "strategic ignorance," "meta- forgetfulness," and "functional stupidity." Robson reveals the surprising ways that even the brightest minds and most talented organizations can go wrong--from some of Thomas Edison's worst ideas to failures at NASA, Nokia, and the FBI. And he offers practical advice to avoid mistakes based on the timeless lessons of Benjamin Franklin, Richard Feynman, and Daniel Kahneman.

This book is a powerful and reliable tool for developing the skills needed to make big decisions where the stakes are high, create big wins where the goals are specific, heartfelt and really matter, and turn your fears into some of your most trustworthy friends.

An overview of naturalistic decision making, which views people as inherently skilled and experienced. 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

Great People Decisions is an essential strategy guide for managers, executives and HR professional. This is the first book that looks at hiring and promoting great people from a business perspective. Great People Decisions is about how finding the right person is critical to the long term success of any business. The right people make the right decisions and these are the kind of people who create success. Great People Decisions will convey Fernandez-Araoz's insights about finding and hiring great people such as:

- The importance of shedding all emotional biases when conducting an interview.
- The information requirements that drive the search are far more important than the specific assessment techniques that are used.
- The specific people involved in the appointment are also more important than the assessment techniques.
- In most cases, people who have the power to make power-related decisions don't have the knowledge - and people who have the knowledge don't have the power.
- The broader the search, on average, the better the candidate.

The four principles that can help us to overcome our brains' natural biases to make better, more informed decisions--in our lives, careers, families and

organizations. In *Decisive*, Chip Heath and Dan Heath, the bestselling authors of *Made to Stick* and *Switch*, tackle the thorny problem of how to overcome our natural biases and irrational thinking to make better decisions, about our work, lives, companies and careers. When it comes to decision making, our brains are flawed instruments. But given that we are biologically hard-wired to act foolishly and behave irrationally at times, how can we do better? A number of recent bestsellers have identified how irrational our decision making can be. But being aware of a bias doesn't correct it, just as knowing that you are nearsighted doesn't help you to see better. In *Decisive*, the Heath brothers, drawing on extensive studies, stories and research, offer specific, practical tools that can help us to think more clearly about our options, and get out of our heads, to improve our decision making, at work and at home.

Whether we're buying a pair of jeans, ordering a cup of coffee, selecting a long-distance carrier, applying to college, choosing a doctor, or setting up a 401(k), everyday decisions—both big and small—have become increasingly complex due to the overwhelming abundance of choice with which we are presented. As Americans, we assume that more choice means better options and greater satisfaction. But beware of excessive choice: choice overload can make you question the decisions you make before

you even make them, it can set you up for unrealistically high expectations, and it can make you blame yourself for any and all failures. In the long run, this can lead to decision-making paralysis, anxiety, and perpetual stress. And, in a culture that tells us that there is no excuse for falling short of perfection when your options are limitless, too much choice can lead to clinical depression. In *The Paradox of Choice*, Barry Schwartz explains at what point choice—the hallmark of individual freedom and self-determination that we so cherish—becomes detrimental to our psychological and emotional well-being. In accessible, engaging, and anecdotal prose, Schwartz shows how the dramatic explosion in choice—from the mundane to the profound challenges of balancing career, family, and individual needs—has paradoxically become a problem instead of a solution. Schwartz also shows how our obsession with choice encourages us to seek that which makes us feel worse. By synthesizing current research in the social sciences, Schwartz makes the counter intuitive case that eliminating choices can greatly reduce the stress, anxiety, and busyness of our lives. He offers eleven practical steps on how to limit choices to a manageable number, have the discipline to focus on those that are important and ignore the rest, and ultimately derive greater satisfaction from the choices you have to make.

*Coming Soon the Continuation of David Ponder's Story

in *The Traveler's Summit** What makes the difference between failure and success? A New York Times, Wall Street Journal, USA Today, and Publisher's Weekly bestseller, *The Traveler's Gift* offered a modern-day parable of one man's choices. Only a few months ago, David Ponder was a successful executive. Now he's a desperate man. In times of great uncertainty, we need divine wisdom. Many of the greatest minds in history overcame personal struggles and adversity, and they emerged the stronger for it. What guidance would iconic heroes, such as Abraham Lincoln, King Solomon, and Anne Frank, give us today in our ever-changing climate of world events? Join David Ponder in *The Traveler's Summit* on his incredible journey to discover the Seven Decisions for Success that can turn any life around, no matter how hopeless a situation may seem. *The Traveler's Gift* became required reading for some of America's high schools and a "life skills" tool for members of several college sports teams as well as some MLB and NFL franchises. Discover with David Ponder that attitude makes the difference between success and failure.

A collection of 100 one-page tips for making thoughtful, equitable, lasting group decisions for our communities, organizations, governments, families, and our planet. Each tip is a provocative meditation and the book as a whole is a complete toolkit. The book is based on Caroline Estes' simple premise that "We each have a piece of the truth and we make our best decisions when we put all our pieces together." Freshley is a Quaker and while this book is not spiritually rooted, much of it is

inspired by the Quaker idea of consensus. -- Publisher's description.

Add value with every decision using a simple yet powerful framework Few things are as valuable in business, and in life, as the ability to make good decisions. Can you imagine how much more rewarding your life and your business would be if every decision you made were the best it could be? Decision Quality empowers you to make the best possible choice and get more of what you truly want from every decision. Dr. Carl Spetzler is a leader in the field of decision science and has worked with organizations across industries to improve their decision-making capabilities. He and his co-authors, all experienced consultants and educators in this field, show you how to frame a problem or opportunity, create a set of attractive alternatives, identify relevant uncertain information, clarify the values that are important in the decision, apply tools of analysis, and develop buy-in among stakeholders. Their straightforward approach is elegantly simple, yet practical and powerful. It can be applied to all types of decisions. Our business and our personal lives are marked by a stream of decisions. Some are small. Some are large. Some are life-altering or strategic. How well we make those decisions truly matters. This book gives you a framework and thinking tools that will help you to improve the odds of getting more of what you value from every choice. You will learn: The six requirements for decision quality, and how to apply them The difference between a good decision and a good outcome Why a decision can only be as good as the best of the available

alternatives Methods for making both "significant" and strategic decisions The mental traps that undermine decision quality and how to avoid them How to deal with uncertainty—a factor in every important choice How to judge the quality of a decision at the time you're making it How organizations have benefited from building quality into their decisions. Many people are satisfied with 'good enough' when making important decisions. This book provides a method that will take you and your co-workers beyond 'good enough' to true Decision Quality.

People, not plans or products, are the well-spring of organizational success. Focusing primarily on the selection process--for success at the outset eliminates difficulties and problems later--MacMillan explores the areas of recruitment, promoting from within, and legal considerations as they touch on the selection process. The hardest choices are also the most consequential. So why do we know so little about how to get them right? Big, life-altering decisions matter so much more than the decisions we make every day, and they're also the most difficult: where to live, whom to marry, what to believe, whether to start a company, how to end a war. There's no one-size-fits-all approach for addressing these kinds of conundrums. Steven Johnson's classic *Where Good Ideas Come From* inspired creative people all over the world with new ways of thinking about innovation. In *Farsighted*, he uncovers powerful tools for honing the important skill of complex decision-making. While you can't model a once-in-a-lifetime choice, you can model the deliberative tactics of expert decision-makers. These experts aren't just the master strategists running major

companies or negotiating high-level diplomacy. They're the novelists who draw out the complexity of their characters' inner lives, the city officials who secure long-term water supplies, and the scientists who reckon with future challenges most of us haven't even imagined. The smartest decision-makers don't go with their guts. Their success relies on having a future-oriented approach and the ability to consider all their options in a creative, productive way. Through compelling stories that reveal surprising insights, Johnson explains how we can most effectively approach the choices that can chart the course of a life, an organization, or a civilization.

Farsighted will help you imagine your possible futures and appreciate the subtle intelligence of the choices that shaped our broader social history.

The phrase "work smarter, not harder" has been repeatedly ridiculed in the Dilbert comic strip and elsewhere, not because it is a bad idea, but because it is thrown like a brick lifesaver to drowning employees. To tell someone to work smarter is like telling someone to be happier, healthier, and richer. It's not much help to merely repeat the objective; what people need is a plan for achieving the objective. In *Making Great Decisions*, we show our readers how to achieve their objectives. We write to help those in business and those in the business of life--i.e., everyone--to work smarter. Our ideas are both simple and powerful. We offer a better way to look at problems so that the solutions are easier to find. We help supplement our readers' clear thinking by summarizing some of the most powerful techniques we have discovered. Have you ever driven through corn

country? From a distance, all you see are corn stalks and more corn stalks in a jumbled mess. Then suddenly, when you get closer, your perspective changes, and you can see down the rows and realize that the corn was planted perfectly in straight lines. Your perception of the crop changes from a messy jumble to a clear picture simply because you're in the right spot. This book puts readers in that ideal spot. So many problems seem like hopeless jumbles but then, when you start using the techniques we discuss here, they start to look as straightforward as the straightest line in an Iowa cornfield. What motivated us to write this book is that, over the years, both of us have regularly come across people in organizations--often bright people with MBAs or other graduate degrees--who don't think they have time, energy, or skills to make good decisions. They have many clues but don't know how to put them together. They regularly face situations that they could analyze with some of the tools they learned in their courses, but they don't realize that. We don't hold ourselves apart from this group, and stories of our successes and failures are sprinkled throughout *Making Great Decisions in Business and Life*.

High-value talent management must be relevant to today's workplace. *Misplaced Talent* takes a hard look at the cluttered field of Talent Management, and offers a clear guide to making better people decisions in any organization. Deliberately challenging practitioners to do more, this insightful discussion sorts through the tools and techniques developed over the last century to examine their true relevance to the modern workplace.

You'll learn which activities show the greatest potential to improve the lives of employees and the organizations they work for, and identify which of your existing practices don't really add enough value to be worth the expenditure of time, money, and potentially lost talent. The author asks you to make up your own mind about which approaches work best for your own specific talent decisions, but provides the best theory and practice available today as a foundation upon which to formulate a more relevant strategy. In a world of big data, the potential to understand employees and react appropriately has never been greater. So why is Talent Management as an industry relying on outdated theory and practices? This book is a guide to bringing HR up to date, giving you the tools, techniques, and perspective you need to demonstrate more value to your organization. Adopt the tools and techniques most effective in today's workplace Identify and discard methods that don't add value to the organization Implement critical changes that can transform the HR function Make better people decisions based on psychology and research Fundamentally, not much has changed in what constitutes good people practice. Practitioners must demonstrate the value of Talent Management, but the solutions implemented often fall short of the rigor and discipline they deserve. Misplaced Talent provides the insight you need to refocus attention and engage your organization about the value of better people decisions.

Great People Decisions Why They Matter So Much, Why They are So Hard, and How You Can Master Them John

Wiley & Sons

Through a blend of compelling exercises, illustrations, and stories, the bestselling author of *Thinking in Bets* will train you to combat your own biases, address your weaknesses, and help you become a better and more confident decision-maker. What do you do when you're faced with a big decision? If you're like most people, you probably make a pro and con list, spend a lot of time obsessing about decisions that didn't work out, get caught in analysis paralysis, endlessly seek other people's opinions to find just that little bit of extra information that might make you sure, and finally go with your gut. What if there was a better way to make quality decisions so you can think clearly, feel more confident, second-guess yourself less, and ultimately be more decisive and be more productive? Making good decisions doesn't have to be a series of endless guesswork. Rather, it's a teachable skill that anyone can sharpen. In *How to Decide*, bestselling author Annie Duke and former professional poker player lays out a series of tools anyone can use to make better decisions. You'll learn:

- To identify and dismantle hidden biases.
- To extract the highest quality feedback from those whose advice you seek.
- To more accurately identify the influence of luck in the outcome of your decisions.
- When to decide fast, when to decide slow, and when to decide in advance.
- To make decisions that more effectively help you to realize your goals and live your values.

Through interactive exercises and engaging thought experiments, this book helps you analyze key decisions you've made in the past and troubleshoot

those you're making in the future. Whether you're picking investments, evaluating a job offer, or trying to figure out your romantic life, *How to Decide* is the key to happier outcomes and fewer regrets.

Your Future Depends on Your Decisions Sorting out our lives amidst chaos, confusion, and innumerable options is a process we all have in common. The decisions we ultimately make can affect our lives and the lives of others. It's not always easy. In this empowering guide, an expert in business strategies shares the choices of notable, visionary decision-makers—from Harry Truman and Henry Ford to Marie Curie and Malala Yousafzai—and explains how you can apply their principles to your own personal and professional real-life scenarios. Resolve, patience, and practical thinking—take it from these politicians, scientists, economists, inventors, entrepreneurs, theologians, activists, and commanders of war and peace. Their inspiring counsel will give you the tools you need to help change your life. Both big and small, your choices can shape the minutes, days, weeks, and years ahead. This book is the first motivating step in the right direction. “Upgrade your daily decisions with the wisdom of two dozen renowned influencers who changed history.”

—Mehmet Oz, M.D., New York Times bestselling author of *You: The Owner's Manual* “A truly inspiring book about how to become a leader. Highly recommended!!” —Douglas Brinkley, New York

Times bestselling author of *American Moonshot*
“The best decision you will make today is to read and learn from this array of bold thinkers.” —Harvey Mackay, New York Times bestselling author of *Swim With The Sharks Without Being Eaten Alive*
Wall Street Journal bestseller! Poker champion turned business consultant Annie Duke teaches you how to get comfortable with uncertainty and make better decisions as a result. In Super Bowl XLIX, Seahawks coach Pete Carroll made one of the most controversial calls in football history: With 26 seconds remaining, and trailing by four at the Patriots' one-yard line, he called for a pass instead of a hand off to his star running back. The pass was intercepted and the Seahawks lost. Critics called it the dumbest play in history. But was the call really that bad? Or did Carroll actually make a great move that was ruined by bad luck? Even the best decision doesn't yield the best outcome every time. There's always an element of luck that you can't control, and there is always information that is hidden from view. So the key to long-term success (and avoiding worrying yourself to death) is to think in bets: How sure am I? What are the possible ways things could turn out? What decision has the highest odds of success? Did I land in the unlucky 10% on the strategy that works 90% of the time? Or is my success attributable to dumb luck rather than great decision making? Annie Duke, a former World Series

of Poker champion turned business consultant, draws on examples from business, sports, politics, and (of course) poker to share tools anyone can use to embrace uncertainty and make better decisions. For most people, it's difficult to say "I'm not sure" in a world that values and, even, rewards the appearance of certainty. But professional poker players are comfortable with the fact that great decisions don't always lead to great outcomes and bad decisions don't always lead to bad outcomes. By shifting your thinking from a need for certainty to a goal of accurately assessing what you know and what you don't, you'll be less vulnerable to reactive emotions, knee-jerk biases, and destructive habits in your decision making. You'll become more confident, calm, compassionate and successful in the long run. Presents a groundbreaking investigation into the origins of morality at the core of religion and politics, offering scholarly insight into the motivations behind cultural clashes that are polarizing America. Why do smart and experienced leaders make flawed, even catastrophic, decisions? Why do people keep believing they have made the right choice, even with the disastrous result staring them in the face? And how can you be sure you're making the right decision--without the benefit of hindsight? Sydney Finkelstein, Jo Whitehead, and Andrew Campbell show how the usually beneficial processes of the human mind can become traps when we face

big decisions. The authors show how the shortcuts our brains have learned to take over millennia of evolution can derail our decision making. Think Again offers a powerful model for making better decisions, describing the key red flags to watch for and detailing the decision-making safeguards we need. Using examples from business, politics, and history, Think Again deconstructs bad decisions, as they unfolded in real time, to show how you can avoid the same fate.

For anyone whose best-laid plans have been foiled by faulty thinking, Blunder reveals how understanding seven simple traps-Exposure Anxiety, Causefusion, Flat View, Cure-Allism, Infomania, Mirror Imaging, Static Cling-can make us all less apt to err in our daily lives.

[Copyright: 49e620e0cfad09bebeb76aa741fde1cf](#)