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Principles For Connecting With Your Customers
Products And People Joseph A Michelli

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Joseph A Michelli

WAKE UP AND SMELL THE SUCCESS! You already know the Starbucks story. Since 1992, its stock has risen a staggering 5,000 percent! The genius of Starbucks success lies in its ability to create personalized customer experiences, stimulate business growth, generate profits, energize employees, and secure customer loyalty-all at the same time. The Starbucks Experience contains a robust blend of home-brewed ingenuity and people-driven philosophies that have made Starbucks one of the world's "most admired" companies, according to Fortune magazine. With unique access to Starbucks personnel and resources, Joseph Michelli discovered that the success of Starbucks is driven by the people who work there-the "partners"-and the special experience they create for each customer. Michelli reveals how you can follow the Starbucks way to Reach out to entire communities Listen to individual workers and consumers Seize growth opportunities in every market Custom-design a truly satisfying experience that benefits everyone involved Filled with real-life insider stories, eye-opening anecdotes, and solid step-by-step strategies, this fascinating book takes you deep inside one of the most talked-about companies in the world today. For anyone who wants to learn from the best-and be the best-The Starbucks Experience is a rich, heady brew of unforgettable user-friendly ideas.

In Pour Your Heart Into It, former CEO and now chairman emeritus Howard Schultz illustrates the principles that have shaped the Starbucks phenomenon, sharing the wisdom he

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has gained from his quest to make great coffee part of the American experience. The success of Starbucks Coffee Company is one of the most amazing business stories in decades. What started as a single store on Seattle's waterfront has grown into the largest coffee chain on the planet. Just as remarkable as this incredible growth is the fact that Starbucks has managed to maintain its renowned commitment to product excellence and employee satisfaction. Marketers, managers, and aspiring entrepreneurs will discover how to turn passion into profit in this definitive chronicle of the company that "has changed everything... from our tastes to our language to the face of Main Street" (Fortune).

Discover the secrets of world-class leadership! When it comes to refined service and exquisite hospitality, one name stands high above the rest: The Ritz-Carlton Hotel Company. With ceaseless attention to every luxurious detail, the company has set the bar for creating memorable customer experiences in world-class settings. Now, for the first time, the leadership secrets behind the company's extraordinary success are revealed. The New Gold Standard takes you on an exclusive tour behind the scenes of The Ritz-Carlton Hotel Company. Granted unprecedented access to the company's executives, staff, and its award-winning Leadership Center training facilities, bestselling author Joseph Michelli explored every level of leadership within the organization. He emerged with the key principles leaders at any company can use to provide a customer experience unlike any other, such as:

- Understanding the ever-evolving needs of customers
- Empowering employees by treating them with the utmost respect
- Anticipating customers' unexpressed needs and concerns
- Developing and conducting an unsurpassed training regimen
- Sharing engaging stories from the company's employees--from the corporate office and hotels around the

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globe--Michelli describes the innovative methods the company uses to create peerless guest experiences and explains how it constantly hones and improves them. The New Gold Standard weaves practical how-to advice, proven leadership tools, and the wisdom of experts to help you create and embed superior customer-service principles, processes, and practices in your own organization. Discusses the best methods of learning, describing how rereading and rote repetition are counterproductive and how such techniques as self-testing, spaced retrieval, and finding additional layers of information in new material can enhance learning.

TWO E-BOOKS IN ONE The Starbucks Experience The Starbucks Experience contains a robust blend of home-brewed ingenuity and people-driven philosophies that have made Starbucks one of the world's "most admired" companies, according to Fortune magazine. With unique access to Starbucks personnel and resources, Joseph Michelli discovered that the success of Starbucks is driven by the people who work there--the "partners"--and the special experience they create for each customer. *Leading the Starbucks Way* In *Leading the Starbucks Way*, Joseph Michelli explains the leadership principles that drove the iconic coffee company's resurgence from serious setbacks after the global recession—one of the few true turnaround stories of this time. "Culture is everything! This fast-moving, fascinating book gives you countless practical ideas you can use immediately to create a company climate of inspiration and loyalty." Brian Tracy, author of *Full Engagement* *Leading the Starbucks Way: 5 Principles for Connecting with Your Customers, Your Products and Your People* McGraw Hill Professional

In his first work of narrative nonfiction, Matthew Pearl, bestselling author of acclaimed novel *The Dante Club*,

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explores the little-known true story of the kidnapping of legendary pioneer Daniel Boone's daughter and the dramatic aftermath that rippled across the nation. On a quiet midsummer day in 1776, weeks after the signing of the Declaration of Independence, thirteen-year-old Jemima Boone and her friends Betsy and Fanny Callaway disappear near the Kentucky settlement of Boonesboro, the echoes of their faraway screams lingering on the air. A Cherokee-Shawnee raiding party has taken the girls as the latest salvo in the blood feud between American Indians and the colonial settlers who have decimated native lands and resources. Hanging Maw, the raiders' leader, recognizes one of the captives as Jemima Boone, daughter of Kentucky's most influential pioneers, and realizes she could be a valuable pawn in the battle to drive the colonists out of the contested Kentucky territory for good. With Daniel Boone and his posse in pursuit, Hanging Maw devises a plan that could ultimately bring greater peace both to the tribes and the colonists. But after the girls find clever ways to create a trail of clues, the raiding party is ambushed by Boone and the rescuers in a battle with reverberations that nobody could predict. As Matthew Pearl reveals, the exciting story of Jemima Boone's kidnapping vividly illuminates the early days of America's westward expansion, and the violent and tragic clashes across cultural lines that ensue. In this enthralling narrative in the tradition of Candice Millard and David Grann, Matthew Pearl unearths a forgotten and dramatic series of events from early in the Revolutionary War that opens a window into America's transition from colony to nation, with the heavy moral costs incurred amid shocking new alliances and betrayals.

#1 NEW YORK TIMES BESTSELLER • Brené Brown has taught us what it means to dare greatly, rise strong, and brave the wilderness. Now, based on new research

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conducted with leaders, change makers, and culture shifters, she's showing us how to put those ideas into practice so we can step up and lead. Look for Brené Brown's new podcast, Dare to Lead, as well as her ongoing podcast Unlocking Us! NAMED ONE OF THE BEST BOOKS OF THE YEAR BY BLOOMBERG Leadership is not about titles, status, and wielding power. A leader is anyone who takes responsibility for recognizing the potential in people and ideas, and has the courage to develop that potential. When we dare to lead, we don't pretend to have the right answers; we stay curious and ask the right questions. We don't see power as finite and hoard it; we know that power becomes infinite when we share it with others. We don't avoid difficult conversations and situations; we lean into vulnerability when it's necessary to do good work. But daring leadership in a culture defined by scarcity, fear, and uncertainty requires skill-building around traits that are deeply and uniquely human. The irony is that we're choosing not to invest in developing the hearts and minds of leaders at the exact same time as we're scrambling to figure out what we have to offer that machines and AI can't do better and faster. What can we do better? Empathy, connection, and courage, to start. Four-time #1 New York Times bestselling author Brené Brown has spent the past two decades studying the emotions and experiences that give meaning to our lives, and the past seven years working with transformative leaders and teams spanning the globe. She found that leaders in organizations ranging from small entrepreneurial startups and family-owned businesses to nonprofits, civic organizations, and Fortune 50 companies all ask the same question: How do you cultivate braver, more daring leaders, and how do you embed the value of courage in your culture? In this new book, Brown uses research, stories, and examples to answer these questions in the no-BS style that millions of readers have come to expect and

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love. Brown writes, "One of the most important findings of my career is that daring leadership is a collection of four skill sets that are 100 percent teachable, observable, and measurable. It's learning and unlearning that requires brave work, tough conversations, and showing up with your whole heart. Easy? No. Because choosing courage over comfort is not always our default. Worth it? Always. We want to be brave with our lives and our work. It's why we're here." Whether you've read *Daring Greatly* and *Rising Strong* or you're new to Brené Brown's work, this book is for anyone who wants to step up and into brave leadership.

In this #1 New York Times bestseller, the CEO of Starbucks recounts the story and leadership lessons behind the global coffee company's comeback and continued success. In 2008, Howard Schultz decided to return as the CEO of Starbucks to help restore its financial health and bring the company back to its core values. In *Onward*, he shares this remarkable story, revealing how, during one of the most tumultuous economic periods in American history, Starbucks again achieved profitability and sustainability without sacrificing humanity. Offering you a snapshot of the recession that left no company unscathed, the book shows in riveting detail how one company struggled and recreated itself in the midst of it all. In addition, you'll get an inside look into Schultz's central leadership philosophy: It's not about winning, it's about the right way to win. *Onward* is a compelling, candid narrative documenting the maturing of a brand as well as a businessman.

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Ultimately, Schultz gives you a sense of hope that, no matter how tough times get, the future can be more successful than the past.

One of the world's leading authorities on customer-centric business transformation, Lior Arussy—founder and CEO of the global consulting firm Strativity Group—offers “a revolutionary, yet pragmatic guide to not only managing change, but driving and thriving in a world of cataclysmic explosions of information and technology” (Joseph Michelli, #1 New York Times bestselling author of *Leading the Starbucks Way*). The old business model of adapting to change for continued success is dead. Change is the new normal. There are no more periods of stability and predictability. There is only change. This continuous upheaval can undercut morale, decrease productivity and decimate profits, or it can be a game-changing opportunity. In *Next Is Now*, “Lior Arussy provides a comprehensive and instructive roadmap for leading change and preparing yourself and your organization for the future. He generously shares insider insights, examples, and lessons learned from his many years advising top business leaders.” (Denise Lee Yohn, author of *What Great Brands Do*). He helps corporate leaders and their employees view change as an opportunity to become invested, drive that change, and achieve more success and job satisfaction than if change were simply implemented from the top down. Based on his experience working

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one-on-one with major corporate clients like Mercedes-Benz, Royal Caribbean Cruises, Thomson Reuters, HSBC and other Fortune 500 clients, Arussy shares his five-step Future Ready Impact program, guiding change-impacted employees and business owners from a victim mentality to one of participation and ownership. As Stephen Cannon, the former president and CEO of Mercedes-Benz USA, raves, “For anyone interested in building a thriving business, Lior Arussy’s insights provide actionable steps to integrate into your plans for achieving success.”

“Timely and important . . . It should be our North Star for the recovery and beyond.” —Hillary Clinton

“Sperling makes a forceful case that only by speaking to matters of the spirit can liberals root their belief in economic justice in people’s deepest aspirations—in their sense of purpose and self-worth.” —The New York Times

When Gene Sperling was in charge of coordinating economic policy in the Obama White House, he found himself surprised when serious people in Washington told him that the Obama focus on health care was a distraction because it was “not focused on the economy.” How, he asked, was the fear felt by millions of Americans of being one serious illness away from financial ruin not considered an economic issue? Too often, Sperling found that we measured economic success by metrics like GDP instead of whether the economy

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was succeeding in lifting up the sense of meaning, purpose, fulfillment, and security of people. In *Economic Dignity*, Sperling frames the way forward in a time of wrenching change and offers a vision of an economy whose guiding light is the promotion of dignity for all Americans.

During his many years as a senior executive at Starbucks, Howard Behar helped establish the Starbucks culture, which stresses people over profits. He coached hundreds of leaders at every level and helped the company grow into a world-renowned brand. Now he reveals the ten principles that guided his leadership—and not one of them is about coffee. Behar shows that if you think of your staff as people (not labor costs) they will achieve amazing results. He discusses the importance of building trust, telling hard truths, thinking independently, and more. And he shares inside stories of key turning points for Starbucks, as it fought to hang on to its culture while growing exponentially.

Winner of the 2018 National Council on Crime & Delinquency's Media for a Just Society Awards
Winner of the 2017 Goddard Riverside Stephan Russo Book Prize for Social Justice "Valuable . . . [like Michelle] Alexander's *The New Jim Crow*."

—Los Angeles Review of Books "Susan Burton is a national treasure . . . her life story is testimony to the human capacity for resilience and recovery . . .

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[Becoming Ms. Burton is] a stunning memoir.”

—Nicholas Kristof, in The New York Times Winner of the prestigious NAACP Image Award, a uniquely American story of trauma, incarceration, and “the breathtaking resilience of the human spirit” (Michelle Alexander) Widely hailed as a stunning memoir, *Becoming Ms. Burton* is the remarkable life story of the renowned activist Susan Burton. In this “stirring and moving tour-de-force” (John Legend), Susan Burton movingly recounts her own journey through the criminal justice system and her transformation into a life of advocacy. After a childhood of immense pain, poverty, and abuse in Los Angeles, the tragic loss of her son led her into addiction, which in turn led to arrests and incarceration. During the War on Drugs, Burton was arrested and would cycle in and out of prison for more than fifteen years. When, by chance, she finally received treatment, her political awakening began and she became a powerful advocate for “a more humane justice system guided by compassion and dignity” (Booklist, starred review). Her award-winning organization, A New Way of Life, has transformed the lives of more than one thousand formerly incarcerated women and is an international model for a less punitive and more effective approach to rehabilitation and reentry. Winner of an NAACP Image Award and named a “Best Book of 2017” by the Chicago Public Library, here is an unforgettable book about “the

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breathhtaking resilience of the human spirit” (Michelle Alexander).

Make every day a WOW day for your customers, your staff—and your bottom line! “In your hands is a manifesto on how Zappos completely blew away the standard of delivering a consumer-centric experience and a revolutionary company culture. Joseph helps us all understand how to achieve a little more of that Zappos magic.” —Eric Ryan, method cofounder and person against dirty “If you’re looking for an inspirational path for creating a likable, trustworthy, and wow! organization, you’ve hit the mother lode.” —Guy Kawasaki, former chief evangelist of Apple and author of *Enchantment: The Art of Changing Hearts, Minds, and Actions* “This book provides a roadmap to a successful business by taking inspiration and examples from one of the most innovative, progressive companies of our time. Don’t just read it; use it.” —Tony Hawk, professional skateboarder and author of *HAWK —Occupation: Skateboarder and How Did I Get Here? The Ascent of an Unlikely CEO* “Thanks to Joseph Michelli, you can learn exactly how Zappos hit it big and how you can too. By using the five principles Joseph has distilled, you can supercharge your efforts and start down the path to legendary success.” —Mark Sanborn, President, Sanborn & Associates, Inc., and author of *The Fred Factor* and *You Don’t Need a Title to Be a Leader* “Often, business owners look at

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media darlings like Zappos with their mouths agape, full of awe but unable to take action. For those eager to do more than watch, Joseph Michelli deconstructs the Zappos story and makes it attainable.” —Seth Godin, author of *Poke the Box About the Book: ZAPPOS*. The name has come to stand for a new standard of customer service, an amazing online shopping experience, a great place to work, and the most impressive transformational business success story of our time. Simply put, Zappos is revolutionizing business and changing lives. Now, Joseph Michelli, author of the internationally bestselling business books *Prescription for Excellence* and *The Starbucks Experience*, explains how Zappos does it—and how you can do it in your industry. The *Zappos Experience* takes you through—and beyond—the playful, offbeat company culture Zappos has become famous for. Michelli reveals what occurs behind the scenes at Zappos, showing how employees at all levels operate on a day-to-day basis while providing the “big picture” leadership methods that have earned the company \$1 billion in annual gross sales during the last ten years—with almost no advertising. Michelli breaks the approach down into five key elements: **Serve a Perfect Fit**—create bedrock company values **Make it Effortlessly Swift**—deliver a customer experience with ease **Step into the Personal**—connect with customers authentically **S T R E T C H**—grow people and

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products Play to Win—play hard, work harder When you enhance the customer experience, increase employee engagement, and create an energetic culture, you can't help but succeed. Zappos has woven these five key components into a seamless strategy that's the envy of business leaders. Now that strategy is yours. With *The Zappos Experience*, Joseph Michelli delivers a package for instant success right to your doorstep. All you have to do is open and use it.

Being! Five ways of leading authentically in an iConnected world is rooted in leadership practice across many sectors and its *raison d'etre* is to build adaptiveness and resilience in uncertain times. It is credentialed by leaders who have honed their personal effectiveness, grown spiritually and become more effective and impactful, because of their engagement with its content. It channels wisdom at the intersection of many disciplines and multiple world views to provide deeper insight and meaning to the leadership dilemmas and choices that you constantly face. It integrates both western leadership-thinking with its more evidence-based, cognitive approaches, and eastern philosophy with its more 'mystical' and spiritually-oriented homilies, into a rich tapestry that engages your attention, challenges your capabilities, and leaves you richer and more fulfilled for the effort.

Finalist for the 2016 Man Booker Prize Winner of the

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2016 Paris Review Plimpton Prize for Fiction A

magnificent and ambitiously conceived portrait of contemporary life, by a genius of realism *Nine men*. Each of them at a different stage in life, each of them away from home, and each of them striving--in the suburbs of Prague, in an overdeveloped Alpine village, beside a Belgian motorway, in a dingy Cyprus hotel--to understand what it means to be alive, here and now. Tracing a dramatic arc from the spring of youth to the winter of old age, the ostensibly separate narratives of *All That Man Is* aggregate into a picture of a single shared existence, a picture that interrogates the state of modern manhood while bringing to life, unforgettably, the physical and emotional terrain of an increasingly globalized Europe. And so these nine lives form an ingenious and new kind of novel, in which David Szalay expertly plots a dark predicament for the twenty-first-century man. Dark and disturbing, but also often wickedly and uproariously comic, *All That Man Is* is notable for the acute psychological penetration Szalay brings to bear on his characters, from the working-class ex-grunt to the pompous college student, the middle-aged loser to the Russian oligarch. Steadily and mercilessly, as this brilliantly conceived book progresses, the protagonist at the center of each chapter is older than the last one, it gets colder out, and *All That Man Is* gathers exquisite power. Szalay is a writer of

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supreme gifts--a master of a new kind of realism that vibrates with detail, intelligence, relevance, and devastating pathos.

Marketing visionary Martin Lindstrom has been on the front line of the branding for over twenty years. In *Brandwashed*, he turns the spotlight on his own industry, drawing on all he has witnessed behind closed doors, exposing for the first time the full extent of the psychological tricks and traps that companies devise to win our hard-earned money. Lindstrom reveals eye opening details such as how advertisers and marketers target children at an alarmingly young age (starting when they are still in the womb), what heterosexual men really think about when they see sexually provocative advertising, how marketers and retailers stoke the flames of public panic and capitalize on paranoia over diseases, extreme weather events, and food contamination scares. It also presents the first ever evidence to prove how addicted we are to our smartphones, and how certain companies (like the maker of a very popular lip balm), purposely adjust their formulas in order to make their products chemically addictive, and much, much more. *Brandwashed* is a shocking insider's look at how today's global giants conspire to obscure the truth and manipulate our minds, all in service of persuading us to buy.

From business guru Joseph Michelli?the leadership lessons needed to thrive beyond the greatest

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business crisis in modern history COVID-19 has disrupted business and life in ways we never imagined. Within days of the outbreak, Joseph Michelli—the world-renowned business expert who has cracked the leadership codes of Starbucks, Airbnb, Mercedes-Benz USA, and many other top companies—went to work. He contacted 140+ senior leaders at major companies about their specific challenges and how they were meeting them—getting raw yet thoughtful real-time insights into a crisis that will define an entire generation of leaders. The result is *Stronger Through Adversity*. In this business guide for our times, Michelli distills best leadership practices that can be used in any company, in any industry. Organized into four main themes—Set the Foundation, Build Connections, Move with Purpose, and Harness Change—*Stronger Through Adversity* provides a deep dive into the methods, tactics, and approaches leaders have used to keep their company afloat and to position it for success long after the pandemic. You'll get invaluable insights into crisis management, keeping employees and customers safe, maintaining a culture of engagement, and rapidly innovating. Applying powerful leadership methods used by Microsoft, Starbucks, Google, DHL, Target, Verizon, Kohl's, Marriott, and many others, you'll seize and hold the competitive edge in your industry. Whether you run a Fortune 500 company, own a small business, or

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manage a department or team—this is your moment. Stronger Through Adversity delivers everything you need to prosper—to lead your people to an unprecedented recovery, to weather the toughest challenges your business faces from the pandemic and beyond, and to thrive in all storms, large and small.

Become a Digital Master—No Matter What Business You're In If you think the phrase “going digital” is only relevant for industries like tech, media, and entertainment—think again. In fact, mobile, analytics, social media, sensors, and cloud computing have already fundamentally changed the entire business landscape as we know it—including your industry. The problem is that most accounts of digital in business focus on Silicon Valley stars and tech start-ups. But what about the other 90-plus percent of the economy? In *Leading Digital*, authors George Westerman, Didier Bonnet, and Andrew McAfee highlight how large companies in traditional industries—from finance to manufacturing to pharmaceuticals—are using digital to gain strategic advantage. They illuminate the principles and practices that lead to successful digital transformation. Based on a study of more than four hundred global firms, including Asian Paints, Burberry, Caesars Entertainment, Codelco, Lloyds Banking Group, Nike, and Pernod Ricard, the book shows what it takes to become a Digital Master. It

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explains successful transformation in a clear, two-part framework: where to invest in digital capabilities, and how to lead the transformation. Within these parts, you'll learn:

- How to engage better with your customers
- How to digitally enhance operations
- How to create a digital vision
- How to govern your digital activities

The book also includes an extensive step-by-step transformation playbook for leaders to follow. *Leading Digital* is the must-have guide to help your organization survive and thrive in the new, digitally powered, global economy.

A Publishers Weekly Most Anticipated Book of Spring 2021 From a Pulitzer Prize-winning historian, the powerful story of a fragile nation as it expands across a contested continent. In this beautifully written history of America's formative period, a preeminent historian upends the traditional story of a young nation confidently marching to its continent-spanning destiny. The newly constituted United States actually emerged as a fragile, internally divided union of states contending still with European empires and other independent republics on the North American continent. Native peoples sought to defend their homelands from the flood of American settlers through strategic alliances with the other continental powers. The system of American slavery grew increasingly powerful and expansive, its vigorous internal trade in Black Americans separating parents and children, husbands and

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wives. Bitter party divisions pitted elites favoring strong government against those, like Andrew Jackson, espousing a democratic populism for white men. Violence was both routine and organized: the United States invaded Canada, Florida, Texas, and much of Mexico, and forcibly removed most of the Native peoples living east of the Mississippi. At the end of the period the United States, its conquered territory reaching the Pacific, remained internally divided, with sectional animosities over slavery growing more intense. Taylor's elegant history of this tumultuous period offers indelible miniatures of key characters from Frederick Douglass and Sojourner Truth to Elizabeth Cady Stanton and Margaret Fuller. It captures the high-stakes political drama as Jackson and Adams, Clay, Calhoun, and Webster contend over slavery, the economy, Indian removal, and national expansion. A ground-level account of American industrialization conveys the everyday lives of factory workers and immigrant families. And the immersive narrative puts us on the streets of Port-au-Prince, Mexico City, Quebec, and the Cherokee capital, New Echota. Absorbing and chilling, *American Republics* illuminates the continuities between our own social and political divisions and the events of this formative period. If there's one thing that's consistent in today's business world, it's rapid change. So how do you not only stay steady but actually grow'and quickly

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enough to stay safely ahead of your competitors?

Built for Growth delivers specific solutions to create a brand and presence that generates true customer passion, as you lay a solid foundation for long-term success. Author Arthur Rubinfeld was a major driver in Starbucks' unprecedented retail expansion from 100 stores to more than 4000-- and its transformation into one of the world's most recognized brands. Here he draws on his singular expertise to present a proven, holistic approach to conceiving, designing, and executing your business plan: creating exciting concepts, growing them to fruition in local markets, expanding rapidly, and keeping your brand fresh and relevant as it matures. His revolutionary approach to business strategy embodies strong personal values, promotes exceptional creativity, leverages scientific methodology in finance and market analysis, and brings it all together with 'old-time' customer service. Champions do extra. They sweep the sheds. They follow the spearhead. They keep a blue head. They are good ancestors. In Legacy, best-selling author James Kerr goes deep into the heart of the world's most successful sporting team, the legendary All Blacks of New Zealand, to reveal 15 powerful and practical lessons for leadership and business. Legacy is a unique, inspiring handbook for leaders in all fields, and asks: What are the secrets of success - sustained success? How do you achieve world-

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class standards, day after day, week after week, year after year? How do you handle pressure? How do you train to win at the highest level? What do you leave behind you after you're gone? What will be your legacy?

In this revealing business advice book, the magic of the World Famous Pike Place Fish Market proves a dynamic example of what a group of people can create when they are aligned and living a powerful vision. Here for the first time, owner John Yokoyama explains in his own words just how he transformed his business into a workplace that is renowned worldwide. When Fish Fly offers Yokoyama's cohesive strategy for achieving world famous results for owners, managers, and front-line workers alike. Once you understand the generative principles behind the World Famous Pike Place Fish Market you, too, can develop a culture that leads to excellent employee morale and legendary customer service.

NEW YORK TIMES BESTSELLER • This instant classic explores how we can change our lives by changing our habits. **NAMED ONE OF THE BEST BOOKS OF THE YEAR** BY The Wall Street Journal • Financial Times In The Power of Habit, award-winning business reporter Charles Duhigg takes us to the thrilling edge of scientific discoveries that explain why habits exist and how they can be changed. Distilling vast amounts of information into

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engrossing narratives that take us from the boardrooms of Procter & Gamble to the sidelines of the NFL to the front lines of the civil rights movement, Duhigg presents a whole new understanding of human nature and its potential. At its core, *The Power of Habit* contains an exhilarating argument: The key to exercising regularly, losing weight, being more productive, and achieving success is understanding how habits work. As Duhigg shows, by harnessing this new science, we can transform our businesses, our communities, and our lives. With a new Afterword by the author

“Sharp, provocative, and useful.”—Jim Collins “Few [books] become essential manuals for business and living. *The Power of Habit* is an exception. Charles Duhigg not only explains how habits are formed but how to kick bad ones and hang on to the good.”—Financial Times “A flat-out great read.”—David Allen, bestselling author of *Getting Things Done: The Art of Stress-Free Productivity* “You’ll never look at yourself, your organization, or your world quite the same way.”—Daniel H. Pink, bestselling author of *Drive* and *A Whole New Mind* “Entertaining . . . enjoyable . . . fascinating . . . a serious look at the science of habit formation and change.”—The New York Times Book Review

An unprecedented inside look at how Airbnb and its host community create dynamic customer experiences and build brand loyalty in the sharing economy Airbnb best

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embody the entrepreneurial and disruptive spirit of today's sharing economy. Since its early days as a humble start-up, Airbnb has evolved into a revolutionary force in the short-term housing market as a platform where hosts provide listings spread across more than 81,000 cities and 191 countries. Airbnb's leadership strives to support the host community to ensure a consistent, on-brand experience for every guest, every time. The Airbnb Way delivers proven methods for increasing customer engagement, loyalty, and referrals that can be utilized in every service setting and in any industry. Exclusive interviews with Airbnb leaders and rich stories from hosts and guests provide an inside look into the wildly popular online rental platform. The book features:

- Airbnb strategies and practices that will drive customer engagement and loyalty
- Expert advice on how to provide phenomenal customer service
- Illuminating stories about Airbnb guest and host experiences
- Unique leadership principles for activating all stakeholders--including those who share resources and services and more

A Wall Street Journal bestseller Why are Mercedes-Benz customers so loyal and passionate? Because the people at Mercedes-Benz are Driven to Delight In his previous bestsellers--The Starbucks Experience, The New Gold Standard, and Prescription for Excellence--Joseph Michelli revealed customer experience practices and strategies of beloved businesses. Now, in this timely new book, he shares the greatest customer-driven insights behind one of the most iconic brand names in the world: Mercedes-Benz USA. DRIVEN TO DELIGHT reveals:

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How Mercedes-Benz USA launched a multi-year program to elevate their customer experience—even though their product was already “best in class.” How they activated people, improved processes, and deployed technology to emotionally engage customers. How the Mercedes-Benz approach can jump-start any customer-driven business—by accelerating your commitment to the customer experience. Filled with exclusive front-seat insights from Mercedes-Benz employees, eye-opening testimonials from passionate Mercedes-Benz fans, and solid nuts-and-bolts advice for creating your own consumer-aligned road map, *Driven to Delight* will help you retool your strategies, reignite your customers, and refuel your team for the long haul.

Mercedes-Benz. The name alone conjures images of luxury, innovation, quality, and performance. But in today’s market, you need more than a world-class product to outpace the competition--which is why the executives at Mercedes-Benz USA set a course to create a customer experience in keeping with their legendary cars. This is the story of how an organization became *Driven to Delight*. It reveals the action plan Mercedes-Benz USA used to catapult the company to first place rankings in national customer satisfaction studies while at the same time growing sales and profits. With unprecedented access to company personnel, customer experience expert Joseph Michelli charts the journey the company took and identifies the all-important keys to driving delight in any customer-based organization. You’ll learn how to: Create a compelling vision for exceptional customer experiences Identify the

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ever changing wants, needs, and desires of your customer segments Map out your key customer journeys and high value contact points Effectively evaluate customer perceptions throughout their journey with you Resolve customer needs swiftly and constantly improve your delivery processes Link rewards and recognition to customer experience excellence throughout your organization These proven techniques are part of the Mercedes-Benz USA “Driven to Delight” culture which sets a new gold standard in customer service, employee engagement, and peak performance. You’ll find step-by-step strategies that can be customized to fit your business model and customer needs. You’ll discover invaluable tools like Vision Mapping, Customer Journey Wheels, Customer-Centric Strategy and Resource Planning Processes --plus 20 Key Questions you can use to diagnose your progress and steer your company in the right direction. Along the way, you’ll get a rare first-hand comprehensive view of a world-class company in action. You’ll see how a “best or nothing” organization became customer obsessed, mile after mile, year after year. Most importantly, you’ll learn how to ramp up your own customer experience, rev up your customer commitment, and take your customers on a journey that’s bound to delight--the Mercedes-Benz way. Joseph A. Michelli is an internationally sought-after speaker, author, and organizational consultant. His books include The Starbucks Experience, The New Gold Standard, The Zappos Experience, Leading the Starbucks Way, and Prescription for Excellence, which hit #1 on The New York Times, Wall Street Journal, and USA Today

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bestseller lists.

NEW YORK TIMES BEST SELLER • A TODAY SHOW #READWITHJENNA BOOK CLUB PICK! • The moving story of an undocumented child living in poverty in the richest country in the world—an incandescent debut from an astonishing new talent “Heartrending, unvarnished, and powerfully courageous, this account of growing up undocumented in America will never leave you.” —Gish Jen, author of *The Resisters* In Chinese, the word for America, *Mei Guo*, translates directly to “beautiful country.” Yet when seven-year-old Qian arrives in New York City in 1994 full of curiosity, she is overwhelmed by crushing fear and scarcity. In China, Qian’s parents were professors; in America, her family is “illegal” and it will require all the determination and small joys they can muster to survive. In Chinatown, Qian’s parents labor in sweatshops. Instead of laughing at her jokes, they fight constantly, taking out the stress of their new life on one another. Shunned by her classmates and teachers for her limited English, Qian takes refuge in the library and masters the language through books, coming to think of *The Berenstain Bears* as her first American friends. And where there is delight to be found, Qian relishes it: her first bite of gloriously greasy pizza, weekly “shopping days,” when Qian finds small treasures in the trash lining Brooklyn’s streets, and a magical Christmas visit to Rockefeller Center—confirmation that the New York City she saw in movies does exist after all. But then Qian’s headstrong Ma Ma collapses, revealing an illness that she has kept secret for months for fear of the cost and scrutiny of a doctor’s visit. As Ba Ba retreats further

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inward, Qian has little to hold onto beyond his constant refrain: Whatever happens, say that you were born here, that you've always lived here. Inhabiting her childhood perspective with exquisite lyric clarity and unforgettable charm and strength, Qian Julie Wang has penned an essential American story about a family fracturing under the weight of invisibility, and a girl coming of age in the shadows, who never stops seeking the light.

The Great Escape for the Great War: the astonishing true story of two World War I prisoners who pulled off one of the most ingenious escapes of all time. "Fox unspools Jones and Hill's delightfully elaborate scheme in nail-biting episodes that advance like a narrative Rube Goldberg machine."—The New York Times Book Review Imprisoned in a remote Turkish POW camp during World War I, having survived a two-month forced march and a terrifying shootout in the desert, two British officers, Harry Jones and Cedric Hill, join forces to bamboozle their iron-fisted captors. To stave off despair and boredom, Jones takes a handmade Ouija board and fakes elaborate séances for his fellow prisoners. Word gets around, and one day an Ottoman official approaches Jones with a query: Could Jones contact the spirit world to find a vast treasure rumored to be buried nearby? Jones, a trained lawyer, and Hill, a brilliant magician, use the Ouija board—and their keen understanding of the psychology of deception—to build a trap for their captors that will ultimately lead them to freedom. A gripping nonfiction thriller, *The Confidence Men* is the story of one of the only known con games played for a good cause—and of a profound but unlikely

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friendship. Had it not been for “the Great War,” Jones, the Oxford-educated son of a British lord, and Hill, a mechanic on an Australian sheep ranch, would never have met. But in pain, loneliness, hunger, and isolation, they formed a powerful emotional and intellectual alliance that saved both of their lives. Margalit Fox brings her “nose for interesting facts, the ability to construct a taut narrative arc, and a Dickens-level gift for concisely conveying personality” (Kathryn Schulz, New York) to this tale of psychological strategy that is rife with cunning, danger, and moments of high farce that rival anything in *Catch-22*.

Lead Your Business the Starbucks Way Foreword by Herve Humler, President and COO, The Ritz-Carlton Hotel Company, L.L.C. One of the best-recognized and admired brands in the world, Starbucks singlehandedly transformed the ordinary delivery of coffee into a cultural phenomenon--a result of the company’s exemplary leadership practices. Joseph Michelli, author of the Wall Street Journal, USA Today, and BusinessWeek bestseller *The Starbucks Experience*, explains that the international success of Starbucks begins with a promise: To inspire and nurture the human spirit--one person, one cup, and one neighborhood at a time. Michelli offers a perspective on the leadership principles that drove the iconic coffee company’s resurgence from serious setbacks during the economic downturn--one of the few true turnaround stories of this time. And the company continues to grow dramatically, entering new markets and channels with fresh products and technologies. In *Leading the Starbucks Way*, Michelli

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establishes five actionable principles that fuel long-term global sustainability at Starbucks and that can be used in any company, in any industry: Savor and Elevate Love to Be Loved Reach for Common Ground Mobilize the Connection Cherish and Challenge Your Legacy Leading the Starbucks Way is a penetrating look at the inner workings of one of today's most successful brands. The company gave Michelli one-on-one access to a variety of employees (called partners) to write this book--from baristas to senior leaders, including Howard Schultz, chairman, president, and chief executive officer. In short, success is all about loving your product, loving your customers, and loving your employees. Sincerely. Without fail. Even in the face of business challenges. Praise for Leading the Starbucks Way "Michelli shows us how a small Seattle-based chain of coffee shops became one of the most beloved brands on the planet. So grab a cup of coffee, put your feet up, and read this book!" Ken Blanchard, coauthor of The One Minute Manager® and Leading at a Higher Level "Culture is everything! This fast-moving, fascinating book gives you countless practical ideas you can use immediately to create a company climate of inspiration and loyalty." Brian Tracy, author of Full Engagement "Michelli identifies the principles by which Howard Schultz and his team passionately perform in a culture that loves, respects, and rewards suppliers, employees, customers, shareholders, and the community." Robert Spector, author of The Nordstrom Way "Leading the Starbucks Way provides the key success factors of a lifestyle brand that is globally scaled, locally relevant, and powered by

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the passion of the Starbucks culture.” John Timmerman, PhD, Senior Strategist of Customer Experience and Innovation, Gallup "Organizational consultant Michelli serves up a new helping of the recipe for business success he offered in The Starbucks Experience." Kirkus Reviews

THE #1 NEW YORK TIMES AND WALL STREET JOURNAL BESTSELLER! “Like any business, a hospital must be true to its core values in order to succeed. ‘Trickle-down values’ start at the top with the best leadership, so that all the stakeholders understand and carry out the institution’s mission. That is the gift that David F einberg has brought to U CLA. I am in awe of his management skills.” —Lynda Resnick, owner of Pom Wonderful, Fiji Water, Teleflora, and Wonderful Pistachios “With clear purpose, unwavering principles, and steadfast leadership, the people at UCLA have established a new bar, a compelling promise, for what healthcare can and should be.” —David M. Lawrence, M.D., former CEO, Kaiser Permanente “An absorbing and educational account of a large institution’s astonishing transformation. The strong, courageous, and focused leadership of David Feinberg and his outstanding team is evident on every page. A tremendous lesson for all large enterprises.” —William E. Simon, Jr., cochairman, William E. Simon & Sons “Most leadership authors describe how to apply common-sense principles. Michelli is a notable exception. He artfully describes the compelling, uncommon leadership practices that transformed UCLA Health System. The resulting lessons are plentiful and powerful for today’s

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business leader.” —Lee J. Colan, Ph.D., author of *Sticking to It: The Art of Adherence* About the Book: Joseph Michelli, author of *The Starbucks Experience* and *The New Gold Standard*, is among the world’s top authorities on the principles of creating an organizational culture dedicated to service excellence. In these bestselling books, he examines how leading service companies dominate their respective industries with innovative customer experience strategies. Now, Michelli turns his attention to one of the most complex, controversial, and critical industries—healthcare. In *Prescription for Excellence*, Michelli provides an inside look at an organization that has become the envy of its industry—and explains how you can dominate your own industry by using the same approach. UCLA Health System is revered worldwide for its top-tier patient/customer care. Great physicians, nurses, researchers, and staff are only part of the equation; UCLA’s overall success is a result of organization-wide collaboration that is driven by leaders with a shared vision of unyielding excellence. Michelli breaks down UCLA’s approach into five simple principles: Commit to Care Leave No Room for Error Make the Best Better Create the Future Service Serves Us From administrative offices to operating rooms to research centers, continued adherence to these five principles has guided UCLA to financial strength, social significance, and sustainability. The best part is that these principles translate to any industry, so you, too, can achieve similar goals. Michelli gives you the tools to adapt UCLA’s ideas, systems, and leadership principles into your own

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best practices. Whether it is a healthcare organization, a financial institution, or a neighborhood hair salon, good business begins and ends with customer connection. When all workers in an organization focus on providing quality care for those they serve, success inevitably follows. Business is always personal; UCLA's leadership ensures that this simple truth drives every UCLA employee, every day. Apply the lessons Michelli spells out in *Prescription for Excellence* to create a system that ensures that your people take business personally, day in and day out.

"This book is a message from autistic people to their parents, friends, teachers, coworkers and doctors showing what life is like on the spectrum. It's also my love letter to autistic people. For too long, we have been forced to navigate a world where all the road signs are written in another language." With a reporter's eye and an insider's perspective, Eric Garcia shows what it's like to be autistic across America. Garcia began writing about autism because he was frustrated by the media's coverage of it; the myths that the disorder is caused by vaccines, the narrow portrayals of autistic people as white men working in Silicon Valley. His own life as an autistic person didn't look anything like that. He is Latino, a graduate of the University of North Carolina, and works as a journalist covering politics in Washington D.C. Garcia realized he needed to put into writing what so many autistic people have been saying for years; autism is a part of their identity, they don't need to be fixed. In *We're Not Broken*, Garcia uses his own life as a springboard to discuss the social and policy gaps that

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exist in supporting those on the spectrum. From education to healthcare, he explores how autistic people wrestle with systems that were not built with them in mind. At the same time, he shares the experiences of all types of autistic people, from those with higher support needs, to autistic people of color, to those in the LGBTQ community. In doing so, Garcia gives his community a platform to articulate their own needs, rather than having others speak for them, which has been the standard for far too long.

One recent December, at age 53, John Kralik found his life at a terrible, frightening low: his small law firm was failing; he was struggling through a painful second divorce; he had grown distant from his two older children and was afraid he might lose contact with his young daughter; he was living in a tiny apartment where he froze in the winter and baked in the summer; he was 40 pounds overweight; his girlfriend had just broken up with him; and overall, his dearest life dreams--including hopes of upholding idealistic legal principles and of becoming a judge--seemed to have slipped beyond his reach. Then, during a desperate walk in the hills on New Year's Day, John was struck by the belief that his life might become at least tolerable if, instead of focusing on what he didn't have, he could find some way to be grateful for what he had. Inspired by a beautiful, simple note his ex-girlfriend had sent to thank him for his Christmas gift, John imagined that he might find a way to feel grateful by writing thank-you notes. To keep himself going, he set himself a goal--come what may--of writing 365 thank-you notes in the coming year. One by one, day after day, he

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began to handwrite thank-yous--for gifts or kindnesses he'd received from loved ones and coworkers, from past business associates and current foes, from college friends and doctors and store clerks and handymen and neighbors, and anyone, really, absolutely anyone, who'd done him a good turn, however large or small.

Immediately after he'd sent his very first notes, significant and surprising benefits began to come John's way--from financial gain to true friendship, from weight loss to inner peace. While John wrote his notes, the economy collapsed, the bank across the street from his office failed, but thank-you note by thank-you note, John's whole life turned around. *365 Thank Yous* is a rare memoir: its touching, immediately accessible message--and benefits--come to readers from the plainspoken storytelling of an ordinary man. Kralik sets a believable, doable example of how to live a miraculously good life. To read *365 Thank Yous* is to be changed.

NEW YORK TIMES BESTSELLER • From the longtime CEO and chairman of Starbucks, a bold, dramatic work about the new responsibilities that leaders, businesses, and citizens share in American society today—as viewed through the intimate lens of one man's life and work. What do we owe one another? How do we channel our drive, ingenuity, even our pain, into something more meaningful than individual success? And what is our duty in the places where we live, work, and play? These questions are at the heart of the American journey. They are also ones that Howard Schultz has

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grappled with personally since growing up in the Brooklyn housing projects and while building Starbucks from eleven stores into one of the world's most iconic brands. In *From the Ground Up*, Schultz looks for answers in two interwoven narratives. One story shows how his conflicted boyhood—including experiences he has never before revealed—motivated Schultz to become the first in his family to graduate from college, then to build the kind of company his father, a working-class laborer, never had a chance to work for: a business that tries to balance profit and human dignity. A parallel story offers a behind-the-scenes look at Schultz's unconventional efforts to challenge old notions about the role of business in society. From health insurance and free college tuition for part-time baristas to controversial initiatives about race and refugees, Schultz and his team tackled societal issues with the same creativity and rigor they applied to changing how the world consumes coffee. Throughout the book, Schultz introduces a cross-section of Americans transforming common struggles into shared successes. In these pages, lost youth find first jobs, aspiring college students overcome the yoke of debt, post-9/11 warriors replace lost limbs with indomitable spirit, former coal miners and opioid addicts pave fresh paths, entrepreneurs jump-start dreams, and better angels emerge from all corners of the country. From the

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Ground Up is part candid memoir, part uplifting blueprint of mutual responsibility, and part proof that ordinary people can do extraordinary things. At its heart, it's an optimistic, inspiring account of what happens when we stand up, speak out, and come together for purposes bigger than ourselves. Here is a new vision of what can be when we try our best to lead lives through the lens of humanity. "Howard Schultz's story is a clear reminder that success is not achieved through individual determination alone, but through partnership and community. Howard's commitment to both have helped him build one of the world's most recognized brands. It will be exciting to see what he accomplishes next."—Bill Gates

A lot of work is required to release an API, but the effort doesn't always pay off. Overplanning before an API matures is a wasted investment, while underplanning can lead to disaster. This practical guide provides maturity models for individual APIs and multi-API landscapes to help you invest the right human and company resources for the right maturity level at the right time. How do you balance the desire for agility and speed with the need for robust and scalable operations? Four experts from the API Academy show software architects, program directors, and product owners how to maximize the value of their APIs by managing them as products through a continuous life cycle. Learn which API

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decisions you need to govern and how and where to do so Design, deploy, and manage APIs using an API-as-a-product (AaaS) approach Examine ten pillars that form the foundation of API product work Learn how the continuous improvement model governs changes throughout an API's lifetime Explore the five stages of a complete API product life cycle Delve into team roles needed to design, build, and maintain your APIs Learn how to manage your API landscape—the set of APIs published by your organization

This is a story of reinvention. Jim Whitehurst, celebrated president and CEO of one of the world's most revolutionary software companies, tells first-hand his journey from traditional manager (Delta Air Lines, Boston Consulting Group) and “chief” problem solver to CEO of one of the most open organizational environments he'd ever encountered. This challenging transition, and what Whitehurst learned in the interim, has paved the way for a new way of managing—one this modern leader sees as the only way companies will successfully function in the future. Whitehurst says beyond embracing the technology that has so far disrupted entire industries, companies must now adapt their management and organizational design to better fit the Information Age. His mantra? “Adapt or die.” Indeed, the successful company Whitehurst leads—the open source giant Red Hat—has become the

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organizational poster child for how to reboot, redesign, and reinvent an organization for a decentralized, digital age. Based on open source principles of transparency, participation, and collaboration, “open management” challenges conventional business ideas about what companies are, how they run, and how they make money. This book provides the blueprint for putting it into practice in your own firm. He covers challenges that have been missing from the conversation to date, among them: how to scale engagement; how to have healthy debates that net progress; and how to attract and keep the “Social Generation” of workers.

Through a mix of vibrant stories, candid lessons, and tested processes, Whitehurst shows how Red Hat has blown the traditional operating model to pieces by emerging out of a pure bottom up culture and learning how to execute it at scale. And he explains what other companies are, and need to be doing to bring this open style into all facets of the organization. By showing how to apply open source methods to everything from structure, management, and strategy to a firm's customer and partner relationships, leaders and teams will now have the tools needed to reach a new level of work. And with that new level of work comes unparalleled success. The Open Organization is your new resource for doing business differently. Get ready to make traditional management thinking obsolete.

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First published in 1995, *The Nordstrom Way* is a classic guide to great customer service. This new book replaces *The Nordstrom Way* with an even more practical guide to becoming the “Nordstrom” of your industry. Designed for customer service managers and trainers, as well as business owners, it’s an invaluable resource for designing your own programs and initiatives. The authors not only explain the principles of the world’s best customer service company, they also show you how to implement them in your own organization. *The Nordstrom Way to Customer Service Excellence* will help your business make customers its number one concern, and help make your business number one in your industry.

#1 NEW YORK TIMES BESTSELLER • A timely and important book that challenges everything we think we know about cultivating true belonging in our communities, organizations, and culture, from the #1 bestselling author of *Rising Strong*, *Daring Greatly*, and *The Gifts of Imperfection* Look for Brené Brown’s new podcast, *Dare to Lead*, as well as her ongoing podcast *Unlocking Us!* **REESE’S BOOK CLUB PICK** “True belonging doesn’t require us to change who we are. It requires us to be who we are.” Social scientist Brené Brown, PhD, MSW, has sparked a global conversation about the experiences that bring meaning to our lives—experiences of courage, vulnerability, love, belonging, shame, and

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empathy. In *Braving the Wilderness*, Brown redefines what it means to truly belong in an age of increased polarization. With her trademark mix of research, storytelling, and honesty, Brown will again change the cultural conversation while mapping a clear path to true belonging. Brown argues that we're experiencing a spiritual crisis of disconnection, and introduces four practices of true belonging that challenge everything we believe about ourselves and each other. She writes, "True belonging requires us to believe in and belong to ourselves so fully that we can find sacredness both in being a part of something and in standing alone when necessary. But in a culture that's rife with perfectionism and pleasing, and with the erosion of civility, it's easy to stay quiet, hide in our ideological bunkers, or fit in rather than show up as our true selves and brave the wilderness of uncertainty and criticism. But true belonging is not something we negotiate or accomplish with others; it's a daily practice that demands integrity and authenticity. It's a personal commitment that we carry in our hearts." Brown offers us the clarity and courage we need to find our way back to ourselves and to each other. And that path cuts right through the wilderness. Brown writes, "The wilderness is an untamed, unpredictable place of solitude and searching. It is a place as dangerous as it is breathtaking, a place as sought after as it is feared. But it turns out to be the

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place of true belonging, and it's the bravest and most sacred place you will ever stand.”

A timely and hands-on resource informed by lessons learned from Fortune 500 CEOs and executives *Leading at a Distance* provides executives with the necessary skills to successfully lead in the new virtual workplace, backed by the research and expertise of global leadership firm Spencer Stuart. Although working remotely is not new, the global pandemic has placed virtual work at the center of everyday life. And it has thrust workforce strategies to the core of business operations globally. As the shift towards large-scale virtual work continues to grow and become a permanent fixture—by some estimates, 30% of the workforce will be working virtually – leaders must understand how to build virtual work environments that foster connected, engaged, and high-performing teams. Although some forward-thinking companies and not-for-profit organizations have made significant investments in technology and virtual collaboration, many others have simply joined the “Zoom culture” without fully appreciating what it takes to operate effectively at a distance on a sustained basis. *Leading at a Distance* is a timely, research-based, and highly practical guide for developing and implementing strategies for conducting high-impact virtual work, building trust, and enhancing team unity. Designed to help leaders shape organizational culture remotely, this must-

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have resource demonstrates how to conduct virtual onboarding for senior leaders, build top teams from a distance, manage accountability in the new virtual environment, and much more. A hands-on toolkit filled with compelling examples, expert insights, and invaluable advice, this book: Provides clear guidance on establishing effective leadership in the virtual workplace Offers practical approaches for establishing strong relationships, increasing employee engagement, and coaching from a distance Addresses ways to keep geographically dispersed team members aligned and accountable Illustrates creative ideas for boosting team morale Features an overview of the unique challenges facing leaders in the virtual workplace Discusses often-overlooked topics such as virtual hiring and onboarding Leveraging the authors' in-depth research and consulting experience, *Leading at a Distance* is required reading for anyone needing to adapt to a virtual way of working and develop their virtual leadership skills to maximize organizational effectiveness and performance.

You have a new venture in mind. And you've crafted a business plan so detailed it's a work of art. Don't get too attached to it. As John Mullins and Randy Komisar explain in *Getting to Plan B*, new businesses are fraught with uncertainty. To succeed, you must change the plan in real time as the inevitable challenges arise. In fact, studies show that

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entrepreneurs who stick slavishly to their Plan A stand a greater chance of failing-and that many successful businesses barely resemble their founders' original idea. The authors provide a rigorous process for stress testing your Plan A and determining how to alter it so your business makes money, solves customers' needs, and endures. You'll discover strategies for: -Identifying the leap-of-faith assumptions hidden in your plan -Testing those assumptions and unearthing why the plan might not work -Reconfiguring the five components of your business model-revenue model, gross margin model, operating model, working capital model, and investment model-to create a sounder Plan B. Filled with success stories and cautionary tales, this book offers real cases illustrating the authors' unique process. Whether your idea is for a start-up or a new business unit within your organization, Getting to Plan B contains the road map you need to reach success.

The authoritative account of the rise of Amazon and its intensely driven founder, Jeff Bezos, praised by the Seattle Times as "the definitive account of how a tech icon came to life." Amazon.com started off delivering books through the mail. But its visionary founder, Jeff Bezos, wasn't content with being a bookseller. He wanted Amazon to become the everything store, offering limitless selection and seductive convenience at disruptively low prices. To

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do so, he developed a corporate culture of relentless ambition and secrecy that's never been cracked. Until now. Brad Stone enjoyed unprecedented access to current and former Amazon employees and Bezos family members, giving readers the first in-depth, fly-on-the-wall account of life at Amazon. Compared to tech's other elite innovators -- Jobs, Gates, Zuckerberg -- Bezos is a private man. But he stands out for his restless pursuit of new markets, leading Amazon into risky new ventures like the Kindle and cloud computing, and transforming retail in the same way Henry Ford revolutionized manufacturing. The Everything Store is the revealing, definitive biography of the company that placed one of the first and largest bets on the Internet and forever changed the way we shop and read.

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