

Little Bets How Breakthrough Ideas Emerge From Small Discoveries Peter Sims

Uncovers startling reasons why people so often fail to follow through on life-improving resolutions. The authors, appearing widely on radio and television, teach bold new strategies to help readers follow through in virtually every area of their lives.

“When I was first starting out, I had to learn many things by trial and error, and I know I could have saved myself a lot of grief if someone had given me advice on what to do. I hope this book will help and inspire you to pursue your passion while avoiding some of the mistakes I made.” It’s easier than ever before to launch a startup. But in a world where barriers to entry are virtually nonexistent and everyone wants to be the next Facebook, competition is fierce. If you’re just beginning and lack the money and clout to make an automatic splash, how do you differentiate yourself from all the rest? Jason Baptiste knows firsthand what it takes. After launching his first company while still in college, he cofounded his current venture, Onswipe, in his early twenties, turning it into a multimillion-dollar company in less than a year. Now, drawing on his own experience as a bootstrapping but hungry entrepreneur, as well as on examples from today’s most famous companies, he guides would-be tech moguls through every stage of the process—from testing a concept to acquiring customers to determining the best pricing model—in a cheap, practical way. Among his strategies:

- Build the product you wish you had: Foursquare founder Dennis Crowley created an early version of his product because he wanted to keep in touch with former colleagues.
- It doesn’t have to be sexy to make money: Dropbox took the world by storm by offering a great solution to a mundane problem—online storage.
- Be bold when promoting yourself: Online payment service WePay capitalized on dissatisfaction with industry leader PayPal by dumping six hundred pounds of ice in front of a developer conference.
- Attract fans to attract customers: Budget tracking site Mint.com created its initial user base by offering original and useful content about personal finance.

Baptiste shows you don’t need an MBA, a trust fund, or even experience running your own company to become a star in the tech world. The Ultralight Startup is a comprehensive, easy-to-follow guide that will prepare any entrepreneur to take his or her idea to the next level.

Presents a history of the word "asshole"--from its use by World War II servicemen to express frustration at arrogant superiors to its first use in print by Norman Mailer to George W. Bush's use of the word to describe a journalist.

A remarkable new way to move beyond biases and blind spots (especially if you don’t think you have any!) so you can communicate more effectively with a friend, lover, relative, or colleague You know what it feels like to be “at odds” with someone. Sometimes it seems like you are speaking completely different languages. Cognitive neuroscientist Dr. Dawna Markova and communication expert Angie McArthur have spent years developing and implementing tools to help people

find common ground. In *Reconcilable Differences*, they provide the strategies you need to bridge the gap at the heart of your differences with others. Each of us possesses rational intelligence: the capacity to divide information into discrete categories, processes, and logical steps. But you may not realize that the secret to building bridges between people lies hidden in your relational intelligence: the way you communicate, understand, learn, and trust. *Reconcilable Differences* shows you how to map mind patterns (the secret to pinpointing communication pitfalls) and identify thinking talents (the catalysts for peak performance). You will gain insights into how you learn in order to turn doubt into trust and uncertainty into productive engagement. Brimming with anecdotes and advice not only from the authors' files but also from their own experiences as a mother- and daughter-in-law who are like night and day, *Reconcilable Differences* is your guidebook for making profoundly positive change with those you care about. Advance praise for *Reconcilable Differences*

"*Reconcilable Differences* offers an inspiring way to bridge differences with someone you care about. It will help you identify and improve your relational intelligence, and become a better communicator in the process."—Deepak Chopra, co-author of *You Are the Universe: Discovering Your Cosmic Self and Why It Matters*

"Dawna Markova and Angie McArthur offer an extremely insightful road map to navigating the diverse ways each of us approaches making ourselves understood, as well as the way we tend to hear others. The insights and strategies herein are simple and elegant. The advice is as invaluable for success at work as it is for success in life."—Peter Sims, founder and CEO, Parliament, Inc., and author of *Little Bets: How Breakthrough Ideas Emerge from Small Discoveries*

"True communication begins with understanding yourself and the way you are being understood. This book is a powerful guide to self-analysis and bridge-building."—Suzy Amis Cameron, co-founder, the MUSE School

Lays out strategies for harnessing one's creativity for greater success, drawing on the wisdom of more than two hundred creative thinkers, including Steve Jobs and Chris Rock.

What do Apple CEO Steve Jobs, comedian Chris Rock, prize-winning architect Frank Gehry, the story developers at Pixar films, and the Army Chief of Strategic Plans all have in common? Bestselling author Peter Sims found that all of them have achieved breakthrough results by methodically taking small, experimental steps in order to discover and develop new ideas. Rather than believing they have to start with a big idea or plan a whole project out in advance, trying to foresee the final outcome, they make a series of little bets about what might be a good direction, learning from lots of little failures and from small but highly significant wins that allow them to happen upon unexpected avenues and arrive at extraordinary outcomes. Based on deep and extensive research, including more than 200 interviews with leading innovators, Sims discovered that productive, creative thinkers and doers—from Ludwig van Beethoven to Thomas Edison and Amazon's Jeff Bezos—practice a key set of simple but ingenious experimental methods—such as failing quickly to

learn fast, tapping into the genius of play, and engaging in highly immersed observation—that free their minds, opening them up to making unexpected connections and perceiving invaluable insights. These methods also unshackle them from the constraints of overly analytical thinking and linear problem solving that our education places so much emphasis on, as well as from the fear of failure, all of which thwart so many of us in trying to be more innovative. Reporting on a fascinating range of research, from the psychology of creative blocks to the influential Silicon Valley–based field of design thinking, Sims offers engaging and wonderfully illuminating accounts of breakthrough innovators at work, including how Hewlett-Packard stumbled onto the breakaway success of the first hand-held calculator; the remarkable storyboarding process at Pixar films that has been the key to their unbroken streak of box office successes; the playful discovery process by which Frank Gehry arrived at his critically acclaimed design for Disney Hall; the aha revelation that led Amazon to pursue its wildly successful affiliates program; and the U.S. Army’s ingenious approach to counterinsurgency operations that led to the dramatic turnaround in Iraq. Fast paced and as entertaining as it is illuminating, *Little Bets* offers a whole new way of thinking about how to break away from the narrow strictures of the methods of analyzing and problem solving we were all taught in school and unleash our untapped creative powers.

“An enthusiastic, example-rich argument for innovating in a particular way—by deliberately experimenting and taking small exploratory steps in novel directions. Light, bright, and packed with tidy anecdotes” (The Wall Street Journal). What do Apple CEO Steve Jobs, comedian Chris Rock, prize-winning architect Frank Gehry, and the story developers at Pixar films all have in common? Bestselling author Peter Sims found that rather than start with a big idea or plan a whole project in advance, they make a methodical series of little bets, learning critical information from lots of little failures and from small but significant wins. Reporting on a fascinating range of research, from the psychology of creative blocks to the influential field of design thinking, Sims offers engaging and illuminating accounts of breakthrough innovators at work, and a whole new way of thinking about how to navigate uncertain situations and unleash our untapped creative powers. *Failure is a book that seeks to make science more appealing by exposing its faults. In this sequel to Ignorance, Stuart Firestein shows us that scientific enterprise is riddled with failures, and that this is not only necessary but good. Innovation transforms companies and markets. It's the key to solving vexing social problems. And it makes or breaks professional careers. But for all the enthusiasm the topic inspires, the practice of innovation - how to do it-has remained stubbornly impenetrable. No longer. In The Little Black Book of Innovation, leading thinker Scott D. Anthony draws from research, Innosight fieldwork with global giants such as Procter & Gamble, and personal experience launching and investing in start-up companies to demystify the discipline of innovation. With wit and remarkable insight born of years of both leading and teaching innovation, Anthony presents a simple definition of the concept, breaks down the essential differences between its various types, and*

illuminates its vital role in organizational success and personal growth.

The challenges we face these days are so great that we cannot rely entirely on ourselves, our communities, or our organizations to support us and help us stay on track. We need a small group of people with whom we can have in-depth discussions and share intimately about the most important things in our lives—our happiness and sadness, our hopes and fears, our beliefs and convictions. For the past thirty-five years, Bill George and Doug Baker have found the answer in what they call True North Groups. “At various times,” George and Baker write, “a True North Group will function as a nurturer, a grounding rod, a truth teller, and a mirror. At other times the group functions as a challenger or an inspirer. When people are wracked with self-doubts, it helps build their courage and ability to cope.” Drawing on recent research in psychology and sociology, George and Baker explain why True North Groups are so critical to helping us develop the self-awareness, compassion, emotional intelligence, and authenticity required to be inspired human beings and inspiring leaders. They cover every detail from choosing members, establishing norms, and dealing with conflicts to evaluating progress and deciding when it’s time to restructure. True North Groups provides a wealth of practical resources, including suggested topics for the first twelve meetings, advice on facilitating groups, techniques to evaluate group satisfaction, and much more. For the millions of people who are searching for greater meaning and intimacy in their lives, this book will help them to grow as leaders and as people—and to stay on course to their True North.

Every corporation should be more afraid of extinction than change—but few are. A company's most talented innovators—"corporate intrapreneurs"—often can't break the cycle of stale, destructive habits. Until now. In *This Might Get Me Fired*, innovator and intrapreneur Greg Larkin shares what he's learned by launching more than thirty new products with Fortune 500 companies and start-ups. Greg guides you through the power structure of corporate enterprises, showing how an intrapreneur can gather support within an organization and actually launch a product in eight weeks. Filled with stories of success and failure, *This Might Get Me Fired* gives you the tools to develop an entrepreneurial mindset and recognize when (and why) to prioritize your product over your job. It shows intrapreneurs how to find one another, join together, and succeed in ways that seem unimaginable until they are inevitable.

Imaginative. Innovative. Ingenious. These words describe the visionaries we all respect and admire. And they can describe you, too. Contrary to common belief, creativity is not a gift some of us are born with. It is a skill that all of us can learn. International bestselling author and award-winning Stanford University educator Tina Seelig has worked with some of the business world's best and brightest, who are now among the decision-makers at companies such as Google, Genentech, IBM, and Cisco. In *inGenius* she expertly demystifies creativity, offering a set of tools and guidelines that anyone can use. A fantastic resource for everyone wanting to achieve their ambitions, and for readers of Jason Fried's *Rework*, and Seth Godin's *Poke the Box*.

How did Pixar go from producing CAT scan images to winning Oscars? How did Steve Jobs turn Apple into a world-beating company? How does Amazon's culture encourage innovation? How can you find the creative solutions demanded by our ever-changing world? The answer, according to renowned business thought-leader Peter Sims, is *LITTLE BETS*. In these fast-moving

times, it's next to impossible to predict what's around the corner, and harder still to formulate a foolproof plan to deal with it. Truly innovative companies, Sims argues, don't get caught up in projections and predictions. Instead, they embrace uncertainty, take a chance, fail quickly and learn fast. This method has formulated thousands of modern advances, from Google's PageRank to Starbucks coffee shops - if you harness its power, what could you achieve?

In the story of every great company and career, there is one defining moment when luck and skill collide. This book is about making that moment happen. According to Frans Johansson's research, successful people and organizations show a common theme. A lucky moment occurs and they take advantage of it to change their fate. Consider how Diane von Furstenberg saw Julie Nixon Eisenhower on TV wearing a matching skirt and top, and created the timeless, elegant wrap-dress. That was a "click moment" of unexpected opportunity. Johansson uses stories from throughout history to illustrate the specific actions we can take to create more click moments, place lots of high-potential bets, open ourselves up to chance encounters, and harness the complex forces of success that follow.

You have a great idea, now what? That first mile—where an innovation moves from an idea on paper to the market—is often plagued by failure. In fact, less than one percent of ideas launched by big companies end up having real impact. The ideas aren't the problem. It's the process. The First Mile focuses on the critical moment when an innovator moves from planning to reality. It is a perilous place where hidden traps snare entrepreneurs and roadblocks slow innovators inside large companies. In this practical and enlightening manual, strategic adviser Scott Anthony equips innovators with new tools, questions, and examples to speed through this crucial early stage of innovation. You'll learn:

- How to evaluate your idea's strengths and weaknesses using the "DEFT" process—Document, Evaluate, Focus, and Test
- Fourteen recipes from an "experiment cookbook" to gain confidence in your idea or business
- Why "spinouts," "wrong turns," and other challenges commonly trip up innovation—and the practical strategies you can use to avoid them
- Why innovators need to seek chaos in an age of constant change—and other essential leadership skills

Drawing on his decade of experience as an innovation adviser and investor, Anthony describes hard-won lessons from disruptive start-ups and global giants alike. The First Mile will give you the knowledge and confidence to travel this perilous—but ultimately promising—terrain. The first mile can be a scary place, but you don't have to traverse it alone. This book can help.

In the ever-changing world of business, we've arrived at a point where process has trumped culture, where the race toward efficiency has left us unable to reach our potential. Stuck in the land of status quo, we've forgotten how to think. The very structures put in place to help businesses grow are now holding us back; it's time to Kill the Company. This book is a call to arms: to start a revolution in how we think and work. But instead of more one-size-fits-all change initiatives forced upon employees, we need to embrace small changes that create ripple effects throughout the organization. Lisa Bodell urges companies to move from "Zombies, Inc." to "Think, Inc." Thinking can no longer be exclusive to the creative team or lead strategists. A culture of curiosity must be fostered among the ranks to shake up our standard practices, from unproductive meetings to go-nowhere strategic

planning. This revolution can and will awaken our ability to think, and ultimately, to innovate and grow.

The long-awaited follow-up to the international bestsellers, *Business Model Generation* and *Value Proposition Design* Alex Osterwalder and Yves Pigneur's *Business Model Canvas* changed the way the world creates and plans new business models. It has been used by corporations and startups and consultants around the world and is taught in hundreds of universities. After years of researching how the world's best companies develop, test, and scale new business models, the authors have produced their definitive work. *The Invincible Company* explains what every organization can learn from the business models of the world's most exciting companies. The book explains how companies such as Amazon, IKEA, Airbnb, Microsoft, and Logitech, have been able to create immensely successful businesses and disrupt entire industries. At the core of these successes are not just great products and services, but profitable, innovative business models--and the ability to improve existing business models while consistently launching new ones. *The Invincible Company* presents practical new tools for measuring, managing, and accelerating innovation, and strategies for reducing risk when launching new business models. Serving as a blueprint for your growth strategy, *The Invincible Company* explains how to constantly stay ahead of your competition. In-depth chapters explain how to create new growth engines, change how products and services are created and delivered, extract maximum profit from each type of business model, and much more. New tools—such as the Business Model Portfolio Map, Innovation Metrics, Innovation Strategy Framework, and the Culture Map—enable readers to understand how to design invincible companies. *The Invincible Company*: ? Helps large and small companies build their growth strategy and manage their core simultaneously ? Explains the world's best modern and historic business models ? Provides tools to assess your business model, innovation readiness, and all of your innovation projects Presented in striking 4-color, and packed with practical visuals and tools, *The Invincible Company* is a must-have book for business leaders, entrepreneurs, and innovation professionals.

Charts the turbulent history of Pixar Animation Studios in the context of the changing fortunes of computer animation, discussing the rocky early years, the volatile personal relationships involved, and the making of the studio's innovative films.

What hidden skill links successful people in all walks of life--across cultures, industries, generations . . . all of time? The answer is surprisingly simple: they know how to ask the right questions at the right time. Questions help us break down barriers, discover secrets, solve puzzles, and imagine new ways of doing things. The right question can provide for us not only the answer we need right then but also the ones we'll need tomorrow. Emmy award-winning journalist and media expert Frank Sesno wants to teach you how to question others in a methodical, intentional way so that you can find the same success that others have found by mastering this simple skill. From the author's illuminating interviews that he has included in the book, you will learn:• How the Gates Foundation used strategic questions to plan its battle against malaria• How turnaround expert Steve Miller uses diagnostic questions to get to the heart of a company's problems• How creative questions animated a couple of techie dreamers to brainstorm Uber • How journalist Anderson Cooper uses confrontational questions to hold people accountableThroughout *Ask More*, you'll explore all different types of inquiries--from questions that cement relationships, to those that will help you plan for the future. By the end, you'll know what to ask and when, what you should listen for, and what you can expect as the outcome.

A groundbreaking book that boldly claims the key to success in business is not talent, connections, or ideas, but the ability to persuade people to take a chance on potential. No one ever makes it alone. But how come some people can get investors to believe in their ideas while

others—sometimes with even better ideas—fall flat? What is it about certain people that make us want to take a bet on them? What is it that makes them backable? As it turns out, it's not what you think. Backability is not driven by having the best experience, the finest pedigree, or the most innovative ideas. In fact, many highly successful people are backed long before they are qualified. We tend to view these people as lucky. But the decision to back them is neither an accident nor a mistake, and rarely the result of good luck. Drawing from his own business experience, countless interviews with some of tech's biggest innovators, and compelling case studies of classic success stories like Howard Schultz and Elon Musk, Gupta breaks down the six qualities of backable people that get others to take a bet on them. Backable pulls back the curtain on the illusive x factor that some people just seem to have and instead offers concrete tools like crafting the right pitch and appropriately scaling a project's vision. Anyone from aspiring entrepreneurs to start up stars can master these skills and jumpstart their next big idea.

Operations and Supply Management, as the title indicates, provides increased emphasis on supply chain management in the 12e. The 12e continues its market leading up-to-date coverage of service operations as well. The text includes solved examples and problems, enough cases for MBA courses to use without supplementing, and the industry leading technology support suite.

There's a better way to run your business: your way. You've never had more more access to ideas for how to run your business. There's a lot of Noise out there. This book is your opportunity to seize the power of Quiet. You won't find success in the Noise. It's only when you get quiet and find your own path to your vision that you can create the wealth, peace, and ease you truly crave. Tara Gentile, creator of Quiet Power Strategy, shares the concepts she's honed by working with hundreds of entrepreneurs and business owners to help them discover their own plans for success. You'll discover what separates smart, creative people who achieve their goals and smart, creative people who don't. You'll learn why self-leadership is more important than ever and how perception, discernment, and focus help you uncover unique opportunities. Then, step by step, you'll craft your own Quiet Power Strategic Plan and learn to lead yourself and your business through the Noise. If you've ever looked for a better way to do things YOUR way, this is the book for you.

True North shows how anyone who follows their internal compass can become an authentic leader. This leadership tour de force is based on research and first-person interviews with 125 of today's top leaders—with some surprising results. In this important book, acclaimed former Medtronic CEO Bill George and coauthor Peter Sims share the wisdom of these outstanding leaders and describe how you can develop as an authentic leader. True North presents a concrete and comprehensive program for leadership success and shows how to create your own Personal Leadership Development Plan centered on five key areas: Knowing your authentic self Defining your values and leadership principles Understanding your motivations Building your support team Staying grounded by integrating all aspects of your life True North offers an opportunity for anyone to transform their leadership path and become the authentic leader they were born to be. Personal, original, and illuminating stories from Warren Bennis, Sir Adrian Cadbury, George Shultz (former U.S. secretary of state), Charles Schwab, John Whitehead (CoChairman, Goldman Sachs), Anne Mulcahy (CEO, Xerox), Howard Schultz (CEO, Starbucks), Dan Vasella (CEO, Novartis), John Brennan (Chairman, Vanguard), Carol Tome (CFO, Home Depot), Donna Dubinsky (CEO/cofounder, Palm), Alan Horn (President, Warner Brothers), Ann Moore (CEO, Time, Inc.) and many others illustrate the transitions that shape the type of leaders who will thrive in the 21st century. Bill George (Cambridge, MA) has spent over 30 years in executive leadership positions at Litton, Honeywell, and Medtronic. As CEO of Medtronic, he built the company into the world's leading medical technology company as its market capitalization increased from \$1.1 billion to \$60 billion. Since 2004, he has been a professor at the Harvard Business School. His 2004 book Authentic Leadership

(0-7879-7528-1) was a BusinessWeek bestseller. Peter Sims (San Francisco, CA) established “Leadership Perspectives,” a course on leadership development at the Stanford Graduate School of Business and cofounded the London office of Summit Partners, a leading investment firm. Their Web site is www.truenorthleaders.com.

An inspiring look at the hidden stars in every field who perform essential work without recognition In a culture where so many strive for praise and glory, what kind of person finds the greatest reward in anonymous work? Expanding from his acclaimed Atlantic article, "What Do Fact-Checkers and Anesthesiologists Have in Common?" David Zweig explores what we can all learn from a modest group he calls "Invisibles." Their careers require expertise, skill, and dedication, yet they receive little or no public credit. And that's just fine with them. Zweig met with a wide range of Invisibles to discover first hand what motivates them and how they define success and satisfaction. His fascinating subjects include: * a virtuoso cinematographer for major films. * the lead engineer on some of the world's tallest skyscrapers. * a high-end perfume maker. * an elite interpreter at the United Nations. Despite the diversity of their careers, Zweig found that all Invisibles embody the same core traits. And he shows why the rest of us might be more fulfilled if we followed their example.

Steven Silbiger has distilled the material of the ten most popular business schools in order to teach readers the language of business. At the rate of one easy-to-understand chapter a day, this book will enable readers to absorb the material, speak the language, and, most importantly, acquire the confidence and expertise needed to get ahead in the competitive business world. Our Time Is Now We have entered an age of disruption. Financial collapse, climate change, resource depletion, and a growing gap between rich and poor are but a few of the signs. Otto Scharmer and Katrin Kaufer ask, why do we collectively create results nobody wants? Meeting the challenges of this century requires updating our economic logic and operating system from an obsolete “ego-system” focused entirely on the well-being of oneself to an eco-system awareness that emphasizes the well-being of the whole. Filled with real-world examples, this thought-provoking guide presents proven practices for building a new economy that is more resilient, intentional, inclusive, and aware. “A watershed! An inspiring, practical weaving of the inner and outer dimensions of the systemic changes so many around the world are now working toward.” —Peter Senge, Senior Lecturer, MIT Sloan School of Management; Founding Chair, Society for Organizational Learning; and author of The Fifth Discipline “Scharmer and Kaufer have succeeded in writing the book that has the potential to transform civilization from one based on a rapacious, ego-driven economics to a viable, ecological, awareness-based model. This is a must-read for anyone who cares. It may well be the single most important book you ever read.” —Arthur Zajonc, President, Mind and Life Institute, and author of Meditation as Contemplative Inquiry “Scharmer and Kaufer provide a creative and practical approach to shifting our economies. I see business as a movement, and this book shares that movement with the world, offering us inspiration to tap into the deeper levels of our humanity and urging us to transform the crises of our times.” —Eileen Fisher, founder, Eileen Fisher, Inc. “The shift to an eco-system economy is emerging everywhere around us. Otto’s and Katrin’s clarity in identifying that this shift requires change-makers to expand our thinking from the head to the heart has helped me to be more intentional in designing processes to awaken the hearts of entrepreneurs everywhere. This is a necessary condition for the emergence of the new economy.” —Michelle Long, Executive Director, Business Alliance for Local Living Economies “The purpose of business is to enhance the well-being of

society. The 4.0 framework for transforming capitalism matters because it addresses a blind spot in our current discourse: how to create institutional innovations that could shift our economy from ego- to eco-system awareness at the scale of the whole.”

—Guilherme Peirão Leal, founder and Cochairman, Natura Cosméticos

The era of mass marketing is ending—replaced by the power of customer evangelists unleashed through a systematic approach to word-of-mouth called PyroMarketing. Learn how the system that sparked a revolution in the Christian marketplace can fuel the success of your business. Word-of-mouth is the biggest influence on consumer purchases and its influence is growing. How do you tap its power? The key is not some new technology or advertising fad. The best way to understand the marketing process, the way messages are sent, received, acted upon, and spread, is to think of fire. PyroMarketing simplifies word-of-mouth to a four-step system that optimizes your advertising dollars by targeting the right customers and then converting them into unpaid sales and marketing evangelists. Tapping the latest research into the brain and human behavior, Greg Stielstra demonstrates how traditional marketing techniques are expensive, obsolete, and doomed to failure—while PyroMarketing principles deliver powerful results over the long-term and for less money. Illustrated with case studies including *The Purpose-Driven Life*, one of the bestselling books of all time, and the breakaway phenomenon *The Passion of the Christ*, PyroMarketing is a comprehensive strategy that can help any business reach and retain new markets.

Adapted from *inGenius: A Crash Course on Creativity* by international bestselling author and Stanford University Professor Tina Seelig, Ph.D., *Innovation Engine* distills a dozen years of teaching creativity and entrepreneurship into an interactive guide that turns our natural curiosity and imagination into concrete and action-oriented concepts that can be put into practice immediately. Seelig illustrates how motivation, mind-set, physical environment and social situations can work together to enhance creativity. She explains that creativity lies at the intersection of our internal world (knowledge, imagination, and attitude) and external environment (resources, habitats, and culture). By understanding how these factors fit together and influence one another, *Innovation Engine* provides the tools to jump-start our own innovation engines and allows us to look at every word, object, idea and moment as an opportunity for ingenuity.

Provides an experimental approach to innovation, using such popular culture examples as NFL Films, Starbucks, and J. Crew to show how success can be achieved through prototyping and testing.

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.

While governments around the world struggle to maintain service levels amid fiscal crises, social innovators are improving citizen outcomes by changing the system from within. The authors offer compelling stories, lively illustrations, and insightful interpretations on how innovators, social entrepreneurs, and change agents are dealing effectively with powerful opponents, bureaucratic hurdles, and the challenges of securing resources and support.

A breakthrough book on the transformative power of collaborative thinking Collaborative intelligence, or CQ, is a measure of our ability to think with others on behalf of what matters to us all. It is emerging as a new professional currency at a time when the way we think, interact, and innovate is shifting. In the past, “market share” companies ruled by hierarchy and topdown leadership. Today, the new market leaders are “mind share” companies, where influence is more important than power, and success relies on collaboration and the ability to inspire. Collaborative Intelligence is the culmination of more than fifty years of original research that draws on Dawna Markova’s background in cognitive neuroscience and her most recent work, with Angie McArthur, as a “Professional Thinking Partner” to some of the world’s top CEOs and creative professionals. Markova and McArthur are experts at getting brilliant yet difficult people to think together. They have been brought in to troubleshoot for Fortune 500 leaders in crisis and managers struggling to inspire their teams. When asked about their biggest challenges at work, Markova and McArthur’s clients all cite a common problem: other people. This response reflects the way we have been taught to focus on the gulfs between us rather than valuing our intellectual diversity—that is, the ways in which each of us is uniquely gifted, how we process information and frame questions, what kind of things deplete us, and what engages and inspires us. Through a series of practices and strategies, the authors teach us how to recognize our own mind patterns and map the talents of our teams, with the goal of embarking together on an aligned course of action and influence. In Markova and McArthur’s experience, managers who appreciate intellectual diversity will lead their teams to innovation; employees who understand it will thrive because they are in touch with their strengths; and an entire team who understands it will come together to do their best work in a symphony of collaboration, their individual strengths working in harmony like an orchestra or a high-performing sports team. Praise for Collaborative Intelligence “Rooted in the latest neuroscience on the nature of collaboration, Collaborative Intelligence celebrates

the power of working and thinking together at the highest levels of business and politics, and in the smallest aspects of our everyday lives. Dawna Markova and Angie McArthur show us that our ability to collaborate is not only a measure of intelligence, but essential to solving the world's problems and seeing the possibilities in ourselves and others.”—Arianna Huffington “This inspiring book teaches you how to align your intention with the intention of others, and how, through shared strengths and talents, you have every right to expect greatness and set the highest goals and expectations.”—Deepak Chopra “Everyone talks about collaboration today, but the rhetoric typically outweighs the reality. Collaborative Intelligence offers tangible tools for those serious about becoming ‘system leaders’ who can close the gap and make collaboration real.”—Peter M. Senge, author of *The Fifth Discipline* “I have worked with Markova and McArthur for several years, focusing on achieving better results through intellectual diversity. Their approach has encouraged more candid debate and collaborative behavior within the team. The team, not individuals, becomes the hero.”—Al Carey, CEO, PepsiCo

Joel Saltzman teaches readers how to create "surprising, yet inevitable" solutions, no matter the challenge or task at hand. Easily. Consistently. And economically. *Shake That Brain!* is a collection of creative and inspiring tips and tools for finding solutions in a variety of areas—from sales, marketing, and product creation to ethics, innovation, and the bottom line. Backed by powerful and compelling examples from a wide variety of real-life applications, Joel Saltzman delivers energy, edge—and lots of fun—as he guides readers through a series of proven formulas for creating outstanding solutions, from harnessing the power of opposite thinking to turning your worst ideas into your best ideas ever. Filled with exercises, easy-to-apply formulas, entertaining pop-quizzes, and eye-opening teaching examples from the world of business, technology, advertising, and more, here's a solution-finding guidebook that can be used for succeeding on the job or at home. Joel Saltzman is a professional speaker, consultant, and bestselling author. He has conducted *Shake That Brain!* programs for Grey Advertising International, Harley Davidson, the U.S. Department of the Treasury, and Warner Bros. Studios. His work has been called "witty and rewarding" by *People Magazine* and he's the recipient of a national Audie award for "Best Educational and Training Audio." His website is www.shakethatbrain.com

NATIONAL BESTSELLER A Book of the Year Selection for *Inc.* and *Library Journal* “This book picks up where *The Tipping Point* left off.” -- Adam Grant, Wharton professor and New York Times bestselling author of *ORIGINALS* and *GIVE AND TAKE* Nothing “goes viral.” If you think a popular movie, song, or app came out of nowhere to become a word-of-mouth success in today's crowded media environment, you're missing the real story. Each blockbuster has a secret history—of power, influence, dark broadcasters, and passionate cults that turn some new products into cultural phenomena. Even the most brilliant ideas wither in obscurity if they fail to connect with the right network, and the consumers that matter most aren't the early adopters, but rather their friends, followers, and imitators -- the audience of

your audience. In his groundbreaking investigation, Atlantic senior editor Derek Thompson uncovers the hidden psychology of why we like what we like and reveals the economics of cultural markets that invisibly shape our lives. Shattering the sentimental myths of hit-making that dominate pop culture and business, Thompson shows quality is insufficient for success, nobody has "good taste," and some of the most popular products in history were one bad break away from utter failure. It may be a new world, but there are some enduring truths to what audiences and consumers want. People love a familiar surprise: a product that is bold, yet sneakily recognizable. Every business, every artist, every person looking to promote themselves and their work wants to know what makes some works so successful while others disappear. Hit Makers is a magical mystery tour through the last century of pop culture blockbusters and the most valuable currency of the twenty-first century—people's attention. From the dawn of impressionist art to the future of Facebook, from small Etsy designers to the origin of Star Wars, Derek Thompson leaves no pet rock unturned to tell the fascinating story of how culture happens and why things become popular. In Hit Makers, Derek Thompson investigates:

- The secret link between ESPN's sticky programming and the The Weeknd's catchy choruses
- Why Facebook is today's most important newspaper
- How advertising critics predicted Donald Trump
- The 5th grader who accidentally launched "Rock Around the Clock," the biggest hit in rock and roll history
- How Barack Obama and his speechwriters think of themselves as songwriters
- How Disney conquered the world—but the future of hits belongs to savvy amateurs and individuals
- The French collector who accidentally created the Impressionist canon
- Quantitative evidence that the biggest music hits aren't always the best
- Why almost all Hollywood blockbusters are sequels, reboots, and adaptations
- Why one year--1991--is responsible for the way pop music sounds today
- Why another year --1932--created the business model of film
- How data scientists proved that "going viral" is a myth
- How 19th century immigration patterns explain the most heard song in the Western Hemisphere

A science-backed method to maximize creative potential in any sphere of life With the prevalence of computer technology and outsourcing, new jobs and fulfilling lives will rely heavily on creativity and innovation. Keith Sawyer draws from his expansive research of the creative journey, exceptional creators, creative abilities, and world-changing innovations to create an accessible, eight-step program to increasing anyone's creative potential. Sawyer reveals the surprising secrets of highly creative people (such as learning to ask better questions when faced with a problem), demonstrates how to come up with better ideas, and explains how to carry those ideas to fruition most effectively. This science-backed, step-by-step method can maximize our creative potential in any sphere of life. Offers a proven method for developing new ideas and creative problem-solving no matter what your profession Includes an eight-step method, 30 practices, and more than 100 techniques that can be launched at any point in a creative journey Psychologist, jazz pianist, and author Keith Sawyer

studied with world-famous creativity expert Mihaly Csikszentmihalyi Sawyer's book offers a wealth of easy to apply strategies and ideas for anyone who wants to tap into their creative power.

"As an artist creatively incorporates her slipups into a drawing, readers see the ways in which 'mistakes' can provide inspiration and opportunity, and reveal that both the art and artist are works-in-progress"--

"I want a meaningful career—not just a job. But how do I get there?" When passion drives your choices and your talents shine, opportunities abound. But you can't get there if you don't know where or how to start. This book shows you how. Since 1987, Echoing Green has provided over thirty million dollars in seed funding to the world's top young social entrepreneurs who figured out the where and the how. But their paths weren't straight or always clear. How did they do it? Meet five of these change makers and see for yourself as they dig deep and find their way. Career choice is a destination, not a decision, and having the right tools to navigate the ride is essential. The stories in this book will help you listen to your heart, use your head, and unleash your hustle. Meanwhile, thought-provoking questions will prompt you to discover what moves you most—what gets you out of bed in the morning—and guide you as you take inventory of your beliefs, acquired skills, and innate gifts so you can lock onto your inspiration. PLUS, more than 150 career resources and programs targeted toward helping you move your vision forward in real time that will put your career on the fast track. With a foreword by LIVESTRONG's Lance Armstrong and Doug Ulman and an afterword by Harlem Children's Zone's Geoffrey Canada, *Work on Purpose* is your source for inspiration and practical guidance around creating a career that will change your life—and the world. -- Provided by publisher.

Is it possible to make sense of something as elusive as creativity? Based on psychologist Scott Barry Kaufman's groundbreaking research and Carolyn Gregoire's popular article in the Huffington Post, *Wired to Create* offers a glimpse inside the "messy minds" of highly creative people. Revealing the latest findings in neuroscience and psychology, along with engaging examples of artists and innovators throughout history, the book shines a light on the practices and habits of mind that promote creative thinking. Kaufman and Gregoire untangle a series of paradoxes— like mindfulness and daydreaming, seriousness and play, openness and sensitivity, and solitude and collaboration – to show that it is by embracing our own contradictions that we are able to tap into our deepest creativity. Each chapter explores one of the ten attributes and habits of highly creative people: Imaginative Play * Passion * Daydreaming * Solitude * Intuition * Openness to Experience * Mindfulness * Sensitivity * Turning Adversity into Advantage * Thinking Differently With insights from the work and lives of Pablo Picasso, Frida Kahlo, Marcel Proust, David Foster Wallace, Thomas Edison, Josephine Baker, John Lennon, Michael Jackson, musician Thom Yorke, chess champion Josh Waitzkin, video-game designer Shigeru Miyamoto, and many other creative luminaries, *Wired to Create* helps us better understand creativity –

and shows us how to enrich this essential aspect of our lives.

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