

Streetlights And Shadows Searching For The Keys To Adaptive Decision Making Mit Press

Writing as A. Deborah Baker, New York Times bestselling and award-winning author Seanan McGuire introduces readers to a world of talking trees and sarcastic owls, of dangerous mermaids and captivating queens in *Over the Woodward Wall*, an exceptional tale for readers who are young at heart. If you trust her you'll never make it home... Avery is an exceptional child. Everything he does is precise, from the way he washes his face in the morning, to the way he completes his homework – without complaint, without fuss, without prompt. Zib is also an exceptional child, because all children are, in their own way. But where everything Avery does and is can be measured, nothing Zib does can possibly be predicted, except for the fact that she can always be relied upon to be unpredictable. They live on the same street. They live in different worlds. On an unplanned detour from home to school one morning, Avery and Zib find themselves climbing over a stone wall into the Up and Under – an impossible land filled with mystery, adventure and the strangest creatures. And they must find themselves and each other if they are to also find their way out and back to their own lives. At the Publisher's request, this title is being sold without Digital Rights Management Software (DRM) applied.

If you aren't using the term naturalistic decision making, or NDM, you soon will be. Even as a very young field, NDM has already had far-reaching applications in areas as diverse as management, aviation, health care, nuclear power, military command and control, corporate teamwork, and manufacturing. Put simply, NDM is the way people use their experience to make decisions in the context of a job or task. Of particular interest to NDM researchers are the effects of high-stake consequences, shifting goals, incomplete information, time pressure, uncertainty, and other conditions that are present in most of today's work places and that add to the complexity of decision making. Applications of NDM research findings target decision aids and training that help people in their decision-making processes. This book reports the findings of top NDM researchers, as well as many of their current applications. In addition, the book offers a historical perspective on the emergence of this new paradigm, describes recent theoretical and methodological advancements, and points to future developments. It was written for people interested in decision making research and applications relative to a diverse array of work settings and products such as human-computer interfaces, decision support systems, individual and team training, product designs, and organizational development and planning.

At times in our careers, we've all been aware of a "gut feeling" guiding our decisions. Too often, we dismiss these feelings as "hunches" and therefore untrustworthy. But renowned researcher Gary Klein reveals that, in fact, 90 percent of the critical decisions we make is based on our intuition. In his new book, *THE POWER OF INTUITION*, Klein shows that intuition, far from being an

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innate "sixth sense," is a learnable--and essential--skill. Based on interviews with senior executives who make important judgments swiftly, as well as firefighters, emergency medical staff, soldiers, and others who often face decisions with immediate life-and-death implications, Klein demonstrates that the expertise to recognize patterns and other cues that enable us--intuitively--to make the right decisions--is a natural extension of experience. Through a three-tiered process called the "Excelleration Program," Klein provides readers with the tools they need to build the intuitive skills that will help them make tough choices, spot potential problems, manage uncertainty, and size up situations quickly. Klein also shows how to communicate such decisions more effectively, coach others in the art of intuition, and recognize and defend against an overdependence on information technology. The first book to demystify the role of intuition in decision making, *THE POWER OF INTUITION* is essential reading for those who wish to develop their intuition skills, wherever they are in the organizational hierarchy. Includes 7 free chapters of *HELLBENT*, the latest in the international bestselling Orphan X series. Spoken about only in whispers, the Nowhere Man can only be reached by the truly desperate, he can —He will do anything to save them. Evan Smoak is the Nowhere Man. Taken from a group home at twelve, Evan was raised and trained as part of the Orphan Program, an off-the-books operation designed to create deniable intelligence assets—i.e. assassins. Evan was Orphan X. He broke with the Program, using everything he learned to disappear and reinvent himself as the Nowhere Man. But his new life is interrupted when a surprise attack comes from an unlikely angle and Evan is caught unaware. Captured, drugged, and spirited off to a remote location, he finds himself heavily guarded and cut off from everything he knows. His captors think they have him trapped and helpless in a virtual cage but they don't know who they're dealing with—or that they've trapped themselves inside that cage with one of the deadliest and most resourceful men on earth. Continuing his electrifying series featuring Evan Smoak, Gregg Hurwitz delivers a blistering, compelling new novel in the series launched with the instant international bestseller, *Orphan X*. In the aftermath of a crisis that threatens the safety of all shadow children -- illegal third-borns in a society that allows only two children per family -- Trey's friends expect him to take charge -- a function he doesn't want or think he can do. Trey's new role leads him to travel with Luke Garner's brother, Mark, to Population Police headquarters. There he impersonates an officer to try to rescue Luke, who has been taken prisoner. The nonstop adventure puts all three boys in danger and risks exposing the underground movement to help all shadow children. In this, the fifth book in the *Shadow Children* series, Margaret Peterson Haddix returns to the futuristic setting and compelling characters she created in *Among the Hidden*. With an adrenaline-fueled plot and surprising twists, Haddix has again crafted a story that is suspenseful until the last page. Journalist Walls grew up with parents whose ideals and stubborn nonconformity were their curse and their salvation. Rex and Rose Mary and their four children

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lived like nomads, moving among Southwest desert towns, camping in the mountains. Rex was a charismatic, brilliant man who, when sober, captured his children's imagination, teaching them how to embrace life fearlessly. Rose Mary painted and wrote and couldn't stand the responsibility of providing for her family. When the money ran out, the Walls retreated to the dismal West Virginia mining town Rex had tried to escape. As the dysfunction escalated, the children had to fend for themselves, supporting one another as they found the resources and will to leave home. Yet Walls describes her parents with deep affection in this tale of unconditional love in a family that, despite its profound flaws, gave her the fiery determination to carve out a successful life. -- From publisher description.

This masterfully crafted horror classic, featuring a brand-new introduction by Dan Simmons, will bring you to the edge of your seat, hair standing on end and blood freezing in your veins It's the summer of 1960 and in the small town of Elm Haven, Illinois, five twelve-year-old boys are forging the powerful bonds that a lifetime of change will not break. From sunset bike rides to shaded hiding places in the woods, the boys' days are marked by all of the secrets and silences of an idyllic middle-childhood. But amid the sundrenched cornfields their loyalty will be pitilessly tested. When a long-silent bell peals in the middle of the night, the townsfolk know it marks the end of their carefree days. From the depths of the Old Central School, a hulking fortress tinged with the mahogany scent of coffins, an invisible evil is rising. Strange and horrifying events begin to overtake everyday life, spreading terror through the once idyllic town. Determined to exorcize this ancient plague, Mike, Duane, Dale, Harlen, and Kevin must wage a war of blood—against an arcane abomination who owns the night...

A hedge fund expert explains how to avoid biases that interfere with good decision-making while debunking popular myths and demystifying hedge funds to help investors solve even the most complicated and frustrating portfolio problems. 40,000 first printing.

A mechanistic theory of the representation and use of semantic knowledge that uses distributed connectionist networks as a starting point for a psychological theory of semantic cognition.

High-level overview of the information security field. Covers key concepts like confidentiality, integrity, and availability, then dives into practical applications of these ideas in the areas of operational, physical, network, application, and operating system security. In this high-level survey of the information security field, best-selling author Jason Andress covers the basics of a wide variety of topics, from authentication and authorization to maintaining confidentiality and performing penetration testing. Using real-world security breaches as examples, Foundations of Information Security explores common applications of these concepts, such as operations security, network design, hardening and patching operating systems, securing mobile devices, as well as tools for assessing the security of hosts and applications. You'll also learn the basics of topics like: • Multifactor authentication and how biometrics and hardware tokens can be used

to harden the authentication process • The principles behind modern cryptography, including symmetric and asymmetric algorithms, hashes, and certificates • The laws and regulations that protect systems and data • Anti-malware tools, firewalls, and intrusion detection systems • Vulnerabilities such as buffer overflows and race conditions A valuable resource for beginning security professionals, network systems administrators, or anyone new to the field, Foundations of Information Security is a great place to start your journey into the dynamic and rewarding field of information security.

Unlike their gaudy day-flying cousins, moths seem to reside in the shadows as denizens of the night, circling around streetlights or caught momentarily in the glare of headlights on a country lane. As Matthew Gandy demonstrates in this book, however, there are many more species of day-flying moths than there are butterflies, and many rival butterflies in a dazzling range of markings. Gandy shows that the study of moths formed an integral part of early natural history. Many thousands of drawings, paintings, and physical specimens remain in museum collections, and in recent years there has been a renewed surge of interest facilitated by advances in digital photography, the internet, and new cartographic projects that have enabled direct collaboration between amateur experts and scientific research projects. He explores the rich history of vernacular names, which speaks to a significant place for moths in early cultures of nature. Names such as the Merveille-du-Jour, the Green Brindled Crescent, or the Clifden Nonpareil evoke a sense of wonder that connects disparate fields such as folklore, the history of place, and early scientific texts. With wingspans ranging in size from a few millimetres to nearly a foot, moths display an extraordinary diversity of evolutionary adaptations, which Gandy captures here.

Back in print after nearly fifty years—the acclaimed fiction debut of novelist H. L. Humes, co-founder of The Paris Review “Immensely intelligent and energetic, intensely dramatic and melodramatic, heroically overwritten yet sharp, insightful, and precise, The Underground City is an astonishing book by a writer of abundant gifts whose resurrection is long overdue.” –Peter Matthiessen It is the late 1940s and Paris is in turmoil. A man named Dujardin is sentenced to death for treason, sparking general strikes and threats of riots across the city. In the meantime, John Stone, a war-weary American and former secret agent, finds himself being investigated as a suspected Communist. What has brought these two men to their fates? H.L. Humes spins a thrilling account of the French underground during the last years of World War II, and the events that lead to the Dujardin affair. His many memorable characters include Adriane, loved by both Stone and Carnot, a fanatic Communist; Bruce Sheppard, the American ambassador to France, a statesman of vision and compassion; and Solange Récamier, the sophisticated young Parisian widow who finds meaning in trying to salvage Stone’s broken life. The Underground City displays H.L. Humes’s youthful literary skill and a striking capacity for fast-paced narrative. This is a brilliant tour de force. “A major achievement . . . [The Underground City] attains

its full stature in poetry and truth. . . . [This is a] many-sided, absorbing novel, written on a grand scale, that holds the reader's attention from the first to the last of its many pages." –New York Herald Tribune "Magnificent . . . [The Underground City] has verisimilitude and scope, action and depth of emotion."

–Chicago Tribune "A work of power, maturity and distinction." –Newsweek

The Mayor of Mogadishu tells the story of one family's epic journey through Somalia's turmoil, from the optimism of independence to its spectacular unravelling. Mohamud 'Tarzan' Nur was born a nomad, and became an orphan, then a street brawler in the cosmopolitan port city of Mogadishu - a place famous for its cafes and open-air cinemas. When Somalia collapsed into civil war, Tarzan and his young family joined the exodus from Mogadishu, eventually spending twenty years in North London. But in 2010 Tarzan returned to the unrecognisable ruins of a city largely controlled by the Islamist militants of Al-Shabaab. For some, the new Mayor was a galvanising symbol of defiance. But others branded him a thug, mired in the corruption and clan rivalries that continue to threaten Somalia's revival. The Mayor of Mogadishu is an uplifting story of survival, and a compelling examination of what it means to lose a country and then to reclaim it.

A gripping narrative of friendship and exploration, and an homage to Antoine de Saint-Exupéry, an unforgettable writer who touched the lives of millions of readers, and who was able to see the world through the eyes of a child. In the 1920s, long before he wrote *The Little Prince*, Antoine de Saint-Exupéry was an accomplished pilot. Along with Jean Mermoz and Henri Guillaumet, he was chosen to pioneer new mail routes across the globe. No distance was too far and no mountain too high—each letter had to reach its destination. The three friends soared through the air, while back on solid ground, they dealt with a world torn apart by wars and political factions.

NATIONAL BESTSELLER • WINNER OF THE PULITZER PRIZE • A searing, post-apocalyptic novel about a father and son's fight to survive, this "tale of survival and the miracle of goodness only adds to McCarthy's stature as a living master. It's gripping, frightening and, ultimately, beautiful" (*San Francisco Chronicle*). A father and his son walk alone through burned America. Nothing moves in the ravaged landscape save the ash on the wind. It is cold enough to crack stones, and when the snow falls it is gray. The sky is dark. Their destination is the coast, although they don't know what, if anything, awaits them there. They have nothing; just a pistol to defend themselves against the lawless bands that stalk the road, the clothes they are wearing, a cart of scavenged food—and each other. *The Road* is the profoundly moving story of a journey. It boldly imagines a future in which no hope remains, but in which the father and his son, "each the other's world entire," are sustained by love. Awesome in the totality of its vision, it is an unflinching meditation on the worst and the best that we are capable of: ultimate destructiveness, desperate tenacity, and the tenderness that keeps two people alive in the face of total devastation.

#1 NEW YORK TIMES BESTSELLER • ONE OF TIME MAGAZINE'S 100 BEST

YA BOOKS OF ALL TIME The extraordinary, beloved novel about the ability of books to feed the soul even in the darkest of times. When Death has a story to tell, you listen. It is 1939. Nazi Germany. The country is holding its breath. Death has never been busier, and will become busier still. Liesel Meminger is a foster girl living outside of Munich, who scratches out a meager existence for herself by stealing when she encounters something she can't resist—books. With the help of her accordion-playing foster father, she learns to read and shares her stolen books with her neighbors during bombing raids as well as with the Jewish man hidden in her basement. In superbly crafted writing that burns with intensity, award-winning author Markus Zusak, author of *I Am the Messenger*, has given us one of the most enduring stories of our time. “The kind of book that can be life-changing.” —*The New York Times* “Deserves a place on the same shelf with *The Diary of a Young Girl* by Anne Frank.” —*USA Today* **DON'T MISS BRIDGE OF CLAY, MARKUS ZUSAK'S FIRST NOVEL SINCE THE BOOK THIEF.**

A young woman faces loneliness and alienation on a journey to find her own life outside of being a wife and mother in Nobel Prize-winning author Peter Handke's *The Left-Handed Woman*. One evening, when Marianne and her husband, Bruno, are dining out together to celebrate his return from a business trip, Marianne listens to him speak and realizes suddenly yet finally that Bruno will leave her. Whether at that moment, or in years to come, she will be deserted. And instinctively Marianne knows she must fend for herself and her young son now, before that time comes. She sends Bruno away and settles down to a life alone, at first experiencing moments of panic, restlessly wandering in rooms grown stifling. The stillness of the house wears her down, and she starts taking long walks, or visiting with her close friend, Franziska. Gradually, what began as a selfish escape from the prospects of the future becomes in fact liberation. The environment she'd always hated--a no man's land of identical houses, with all curtains drawn--recedes; her relationships with those dear to her become less threatening, less necessary; and Marianne finds a new pattern for her life and the strength to go on alone.

Scare-master Robert San Souci serves up ten chilling tales about untraditional haunted houses: a mansion full of pirate treasure, a ghost trapped in a mysterious dollhouse, a boy whose vacation house comes complete with people-eating spiders, and many more. But beware because not all of the protagonists in these stories get out alive.

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

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You, and your organization, will make better decisions.

How to collect data about cognitive processes and events, how to analyze CTA findings, and how to communicate them effectively: a handbook for managers, trainers, systems analysts, market researchers, health professionals, and others. Cognitive Task Analysis (CTA) helps researchers understand how cognitive skills and strategies make it possible for people to act effectively and get things done. CTA can yield information people need—employers faced with personnel issues, market researchers who want to understand the thought processes of consumers, trainers and others who design instructional systems, health care professionals who want to apply lessons learned from errors and accidents, systems analysts developing user specifications, and many other professionals. CTA can show what makes the workplace work—and what keeps it from working as well as it might. *Working Minds* is a true handbook, offering a set of tools for doing CTA: methods for collecting data about cognitive processes and events, analyzing them, and communicating them effectively. It covers both the "why" and the "how" of CTA methods, providing examples, guidance, and stories from the authors' own experiences as CTA practitioners. Because effective use of CTA depends on some conceptual grounding in cognitive theory and research—on knowing what a cognitive perspective can offer—the book also offers an overview of current research on cognition. The book provides detailed guidance for planning and carrying out CTA, with chapters on capturing knowledge and capturing the way people reason. It discusses studying cognition in real-world settings and the challenges of rapidly changing technology. And it describes key issues in applying CTA findings in a variety of fields. *Working Minds* makes the methodology of CTA accessible and the skills involved attainable.

Latinos across the United States are redefining identities, pushing boundaries, and awakening politically in powerful and surprising ways. Many—Afrolatino, indigenous, Muslim, queer and undocumented, living in large cities and small towns—are voices who have been chronically overlooked in how the diverse population of almost sixty million Latinos in the U.S. has been represented. No longer. In this empowering cross-country travelogue, journalist and activist Paola Ramos embarks on a journey to find the communities of people defining the controversial term, "Latinx." She introduces us to the indigenous Oaxacans who rebuilt the main street in a post-industrial town in upstate New York, the "Las Poderosas" who fight for reproductive rights in Texas, the musicians in Milwaukee whose beats reassure others of their belonging, as well as drag queens, environmental activists, farmworkers, and the migrants detained at our border. Drawing on intensive field research as well as her own personal story, Ramos chronicles how "Latinx" has given rise to a sense of collectivity and solidarity among Latinos unseen in this country for decades. A vital and inspiring work of reportage, *Finding Latinx* calls on all of us to expand our understanding of what it means to be Latino and what it means to be American. The first step towards change, writes Ramos, is for us to recognize who we are.

An expert explains how the conventional wisdom about decision making can get us into trouble—and why experience can't be replaced by rules, procedures, or analytical methods. In a dark future, when North America has split into two warring nations, 15-year-olds Day, a famous criminal, and June, the brilliant soldier hired to capture him, discover that they have a common enemy.P. Putnam's Sons.

An expert explains how the conventional wisdom about decision making can get us into trouble—and why experience can't be replaced by rules, procedures, or analytical methods. In making decisions, when should we go with our gut and when should we try to analyze every option? When should we use our intuition and when should we rely on logic and statistics? Most of us would probably agree that for important decisions, we should follow certain guidelines—gather as much information as possible, compare the options, pin down the goals before getting started. But in practice we make some of our best decisions by adapting to

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circumstances rather than blindly following procedures. In *Streetlights and Shadows*, Gary Klein debunks the conventional wisdom about how to make decisions. He takes ten commonly accepted claims about decision making and shows that they are better suited for the laboratory than for life. The standard advice works well when everything is clear, but the tough decisions involve shadowy conditions of complexity and ambiguity. Gathering masses of information, for example, works if the information is accurate and complete—but that doesn't often happen in the real world. (Think about the careful risk calculations that led to the downfall of the Wall Street investment houses.) Klein offers more realistic ideas about how to make decisions in real-life settings. He provides many examples—ranging from airline pilots and weather forecasters to sports announcers and Captain Jack Aubrey in Patrick O'Brian's *Master and Commander* novels—to make his point. All these decision makers saw things that others didn't. They used their expertise to pick up cues and to discern patterns and trends. We can make better decisions, Klein tells us, if we are prepared for complexity and ambiguity and if we will stop expecting the data to tell us everything.

Become the greatest problem solver you can be! Bad problem solving costs individuals and society incalculable amounts of time, money, and sanity. In this book Nat Greene—who's been solving hard problems professionally for over twenty years—shares nine behaviors anyone can adopt to find solutions to even the most seemingly intractable problems. The problem with most problem solving, Greene says, is that it's not problem solving at all: it's guessing. We have an idea of what might work and we try it out. If that doesn't work, we try something else. And so on. It's inefficient at best, and with really hard problems there are simply too many variables for guessing to work. Greene shows you how to adopt the behaviors great problem solvers use to arrive at solutions efficiently—without guessing. He illustrates them with examples ranging from everyday issues like fixing a malfunctioning garage door to stopping frequent breakdowns at a chemical plant (saving millions of dollars) to addressing the scourge of poverty in sub-Saharan Africa. So stop guessing and start solving today!

A tale set 10 years after the events in *Garden Spells* finds Claire's happy contentment shattered by her father's revelations, which challenge everything she ever believed about herself.

Enactivist Interventions is an interdisciplinary work that explores how theories of embodied cognition illuminate many aspects of the mind, including perception, affect, and action. Gallagher argues that the brain is not secluded from the world or isolated in its own processes, but rather is dynamically connected with body and environment.

THE INSTANT NEW YORK TIMES BESTSELLER From #1 New York Times bestselling author Lisa Gardner, a propulsive thriller featuring an ordinary woman who will stop at nothing to find the missing people that the rest of the world has forgotten Frankie Elkin is an average middle-aged woman, a recovering alcoholic with more regrets than belongings. But she spends her life doing what no one else will--searching for missing people the world has stopped looking for. When the police have given up, when the public no longer remembers, when the media has never paid attention, Frankie starts looking. A new case brings her to Mattapan, a Boston neighborhood with a rough reputation. She is searching for Angelique Badeau, a Haitian teenager who vanished from her high school months earlier. Resistance from the Boston PD and the victim's wary family tells Frankie she's on her own--and she soon learns she's asking questions someone doesn't want answered. But Frankie will stop at nothing to discover the truth, even if it means the next person to go missing could be her.

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A modern classic about how people really make decisions: drawing on prior experience, using a combination of intuition and analysis. Since its publication twenty years ago, *Sources of Power* has been enormously influential. The book has sold more than 50,000 copies, has been translated into six languages, has been cited in professional journals that range from *Journal of Marketing Research* to *Journal of Nursing*, and is mentioned by Malcolm Gladwell in *Blink*. Author Gary Klein has collaborated with Nobel laureate Daniel Kahneman and served on a team that redesigned the White House Situation Room to support more effective decision making. The model of decision making Klein proposes in the book has been adopted in fields including law enforcement training and petrochemical plant operation. What is the groundbreaking new way to approach decision making described in this modern classic? We have all seen images of firefighters rescuing people from burning buildings and paramedics treating bombing victims. How do these individuals make the split-second decisions that save lives? Most studies of decision making, based on artificial tasks assigned in laboratory settings, view people as biased and unskilled. Klein proposes a naturalistic approach to decision making, which views people as gaining experience that enables them to use a combination of intuition and analysis to make decisions. To illustrate this approach, Klein tells stories of people—from pilots to chess masters—acting under such real-life constraints as time pressure, high stakes, personal responsibility, and shifting conditions.

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

This groundbreaking book applies Darwin's theory of natural selection to the creative process and takes readers inside the mind of genius. Line art.

A riveting new novel from New York Times bestselling and Edgar Award-winning author C. J. Box. The ties that bind can burn you. Former sheriff's investigator Cassie Dewell is trying to start her life over as in private practice. She's her own boss and answers to no one, and that's just the way she likes it after the past few tumultuous years. All that certainty changes when an old friend calls in a favor: she wants Cassie to help exonerate a man accused of assaulting a young woman from an influential family.

Against her own better judgment, Cassie agrees. But out by the Bitterroot Mountains of Montana, twisted family loyalty runs as deep as the ties to the land, and there's always something more to the story. The Kleinsassers have ruled this part of Montana for decades, and the Iron Cross Ranch is their stronghold. They want to see Blake Kleinsasser, the black sheep of the family, put away forever for the assault. As Cassie attempts to uncover the truth, she must fight against a family whose roots are tangled and deadly—as well as the ghosts of her own past that threaten to bring her down. With *The Bitterroots*, master storyteller C. J. Box delivers another searing novel of loyalty, lies, and lethal retribution.

A renowned cognitive psychologist reveals the science behind achieving breakthrough discoveries, allowing readers to confidently solve problems, improve decision-making, and achieve success. Insights-like Darwin's understanding of the way evolution actually works, and Watson and Crick's breakthrough discoveries about the structure of DNA—can change the world. Yet we know very little about when, why, or how insights are formed—or what blocks them. In *Seeing What Others Don't*, Gary Klein unravels the mystery. Klein is a

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keen observer of people in their natural settings—scientists, businesspeople, firefighters, police officers, soldiers, family members, friends, himself—and uses a marvelous variety of stories to illuminate his research into what insights are and how they happen. What, for example, enabled Harry Markopolos to put the finger on Bernie Madoff? How did Dr. Michael Gottlieb make the connections between different patients that allowed him to publish the first announcement of the AIDS epidemic? How did Martin Chalfie come up with a million-dollar idea (and a Nobel Prize) for a natural flashlight that enabled researchers to look inside living organisms to watch biological processes in action? Klein also dissects impediments to insight, such as when organizations claim to value employee creativity and to encourage breakthroughs but in reality block disruptive ideas and prioritize avoidance of mistakes. Or when information technology systems are "dumb by design" and block potential discoveries. Both scientifically sophisticated and fun to read, *Seeing What Others Don't* shows that insight is not just a "eureka!" moment but a whole new way of understanding.

A stunning collection that traverses the borders of culture and time, from the 2011 winner of the PEN/Joyce Osterweil Award *In House of Lords and Commons*, the revelatory and vital new collection of poems from the winner of the 2013 Whiting Writers' Award in poetry, Ishion Hutchinson returns to the difficult beauty of the Jamaican landscape with remarkable lyric precision. Here, the poet holds his world in full focus but at an astonishing angle: from the violence of the seventeenth-century English Civil War as refracted through a mythic sea wanderer, right down to the dark interior of love. These poems arrange the contemporary continuum of home and abroad into a wonderment of cracked narrative sequences and tumultuous personae. With ears tuned to the vernacular, the collection vividly binds us to what is terrifying about happiness, loss, and the lure of the sea. *House of Lords and Commons* testifies to the particular courage it takes to wade unsettled, uncertain, and unfettered in the wake of our shared human experience.

Sound machinery of government is at the core of a well-functioning state. Written by an author with wide experience in public administration globally, this book addresses both the commonalities and the diversity of administrative practice around the world. Exploring developed countries as well as developing and transitional economies, it combines a strong conceptual foundation with thorough coverage of the main topics in public administration, supported by current data and a wealth of concrete illustrations from a variety of countries. The book is organized around three important themes: the interaction of governance, politics and administration, the role of institutions in determining administrative outcomes, and the importance of country context. A concluding chapter summarizes the lessons of international experience and offers guidance to improve the management of the public sector in sustainable ways. *Running the Government* will serve as a core text for courses in public administration and as a supplement for undergraduate and graduate courses in political science, public

economics, and international affairs. It may also serve as an accessible and complete reference for civil service training courses around the globe.

The Shadow over Innsmouth is a horror novella by H. P. Lovecraft, written in 1931. Forming part of the Cthulhu Mythos, the narrator is a student conducting an antiquarian tour of New England. He travels through the nearby decrepit seaport of Innsmouth which is suggested as a cheaper and potentially interesting next leg of his journey. There he interacts with strange people and observes disturbing events that ultimately lead to horrifying and personal revelations.

In Part One of the Munro Review (published 3rd February 2011, ISBN 9780108510137), Professor Munro set out the approach and features of the child protection system that needed exploring in detail. This second part and final report sets out recommendations to reform the child protection system, specifically from being over-bureaucratized and concerned with compliance to one that keeps a focus on children. Some of the recommendations include: that the Government should remove the specific statutory requirement on local authorities for completing assessments within often artificial set timescales; that local services which work with children and families should be freed from unhelpful government targets; that there should be an introduction of a duty on all local services to coordinate an early offer of help to families who do not meet the criteria for social care services, to address problems before they escalate to child protection issues; that Ofsted inspections of children's services should add more weight to feedback from children and families; that experienced social workers should be kept on the frontline even when they become managers so that their experience and skills are not lost and that each local authority should designate a Principal Child and Family Social Worker to report the views and experiences of the front line to all levels of management. Professor Munro also states that individual recommendations should not be taken forward in isolation but that change needs to happen across the system.

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