

Great People Decisions

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Indra Nooyi - Mary Nhin 2021-04-05

Follow Indra Nooyi as she shapes history as a leading CEO. In the new Mini Movers and Shakers children's book series comes a cast of characters who have failed, yet succeeded despite overwhelming obstacles. Find out what happens in this kid's book about trusting your instincts, despite what others say. Sometimes, we are faced with challenges that seem insurmountable. But with grit and hard work, one can achieve great things! Mini Movers and Shakers was developed to inspire children to dream big and work hard. Fun, relatable characters in graphic style books easy enough for young readers, yet interesting for adults. The Mini Movers and Shakers book series is geared to kids 3-11+. Perfect for boys, girls, early readers, primary school students, or toddlers. Excellent resource for educators, parents, and teachers alike. Collect all the Mini Movers and Shakers Books!

History's Worst Decisions - Stephen Weir 2005

History is strewn with mistakes. Many made by well intentioned people who were bright, intelligent, capable, but just made the wrong decision.

Amazing Decisions - Dan Ariely 2019-07-23

Dan Ariely, the New York Times bestselling author of Predictably Irrational, and illustrator Matt R. Trower present a playful graphic novel guide to better decision-making, based on the author's groundbreaking research in behavioral economics, neuroscience, and psychology. The internationally renowned author Dan Ariely is known for his incisive investigations into the messy business of decision-making. Now, in Amazing Decisions, his unique perspective—informed by behavioral economics, neuroscience, and psychology—comes alive in the graphic form. The illustrator Matt R. Trower's playful and expressive artwork captures the lessons of Ariely's groundbreaking research as they explore the essential question: How can we make better decisions? Amazing Decisions follows the narrator, Adam, as he faces the daily barrage of choices and deliberations. He juggles two overlapping—and often contradictory—sets of norms: social norms and market norms. These norms inform our thinking in ways we often don't notice, just as Adam is shadowed by the "market fairy" and the "social fairy," each compelling him to act in certain ways. Good decision-making, Ariely argues, requires us to identify and evaluate the forces at play under different circumstances, leading to an optimal outcome. Amazing Decisions is a fascinating and entertaining guide to developing skills that will prove invaluable in personal and professional life.

Decide & Deliver - Marcia W. Blenko 2010

-Identify your critical decisions. Focus on those that matter most to your company's performance. --

It's Not the How or the What but the Who - Claudio Fernández-Aráoz 2014-05-13

Succeed by mastering the art of the who Why surround yourself with the best? Because it matters—in all aspects of life. In fact, in professional environments, getting people right—what global leadership authority Claudio Fernández-Aráoz calls "the art of great 'who' decisions"—marks the difference between success and failure. To thrive, you need to identify those with the highest potential, get them in your corner and on your team, and help them grow. Yet surprisingly very few of us are able to meet that challenge. This series of short and engaging essays outlines the obstacles to great "who" decisions and offers solutions to address them in a systematic way. Drawing from several decades of experience in global executive search and talent development, as well as the latest management and psychology research, Fernández-Aráoz offers

wisdom and practical advice to improve the choices we make about employees and mentors, business partners and friends, top corporate leaders and even elected officials. The personal stories and cutting-edge studies described in the book will help you understand both your own failings and the external forces commonly at play in staffing decisions. The author shares concrete recommendations on how to select the best people, bring out their strengths, foster collective greatness in the groups you've assembled, and create not only better organizations but also a better society. Starting with the cases of Amazon pioneer Jeff Bezos and Brazilian tycoon Roger Agnelli and continuing with individual and corporate examples from around the world, Fernández-Aráoz paints a vivid picture of what great "who" decisions look like and presents a fresh and commanding argument about why they matter more than ever today.

Great People Decisions - Claudio Fernández-Aráoz 2010-12-28

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

Making Decisions That Matter - Kathleen M. Galotti 2005-07-11

Researchers studying decision making have traditionally studied the phenomenon in the laboratory, with hypothetical decisions that may or may not involve the decision maker's values, passions, or areas of expertise. The assumption is that the findings of these well-controlled laboratory studies will shed light on the important decisions people make in their everyday lives. This book examines that assumption. The volume begins by covering four basic phases of decision making: setting or clarifying goals, gathering information, structuring the decision, and making a final choice. Comprehensive reviews of existing literature on each of these topics is provided. Next, the author examines differences in decision making as a function of several factors not typically discussed in the literature: the type of decision being made (e.g., legal, medical, moral) and the existence of individual differences in the decision maker (developmental

differences, individual differences in style or temperament, differences as a function of expertise). The author then examines the topic of group decision making, contrasting it with individual decision making. The volume concludes with some observations and suggestions for improving peoples' everyday decision making. This book is intended for use as a core textbook or supplement for courses in psychology, education, or allied disciplines. It will also be an invaluable resource for people who work with people making decisions in various applied settings, such as schools, universities, and health care centers.

Thinking, Fast and Slow - Daniel Kahneman 2011-10-25

Major New York Times bestseller Winner of the National Academy of Sciences Best Book Award in 2012 Selected by the New York Times Book Review as one of the ten best books of 2011 A Globe and Mail Best Books of the Year 2011 Title One of The Economist's 2011 Books of the Year One of The Wall Street Journal's Best Nonfiction Books of the Year 2011 2013 Presidential Medal of Freedom Recipient Kahneman's work with Amos Tversky is the subject of Michael Lewis's *The Undoing Project: A Friendship That Changed Our Minds* In the international bestseller, *Thinking, Fast and Slow*, Daniel Kahneman, the renowned psychologist and winner of the Nobel Prize in Economics, takes us on a groundbreaking tour of the mind and explains the two systems that drive the way we think. System 1 is fast, intuitive, and emotional; System 2 is slower, more deliberative, and more logical. The impact of overconfidence on corporate strategies, the difficulties of predicting what will make us happy in the future, the profound effect of cognitive biases on everything from playing the stock market to planning our next vacation—each of these can be understood only by knowing how the two systems shape our judgments and decisions. Engaging the reader in a lively conversation about how we think, Kahneman reveals where we can and cannot trust our intuitions and how we can tap into the benefits of slow thinking. He offers practical and enlightening insights into how choices are made in both our business and our personal lives—and how we can use different techniques to guard against the mental glitches that often get us into trouble. Winner of the National Academy of Sciences Best Book Award and the Los Angeles Times Book Prize and selected by The New York Times Book Review as one of the ten best books of 2011, *Thinking, Fast and Slow* is destined to be a classic.

The Little Black Book of Decision Making - Michael Nicholas 2017-08-28

The secret to making the right call in an increasingly complex world The decisions we make every day – frequently automatic and incredibly fast – impact every area of our lives. *The Little Black Book of Decision Making* delves into the cognition behind decision making, guiding you through the different ways your mind approaches various scenarios. You'll learn to notice that decision making is a matter of balance between your rational side and your intuition – the trick is in honing your intuition to steer you down the right path. Pure reasoning cannot provide all of the answers, and relying solely on intuition could prove catastrophic in business. There must be a balance between the two, and the proportions may change with each situation. This book helps you quickly pinpoint the right mix of logic and 'gut feeling,' and use it to find the best possible solution. Balance logic and intuition in your decision making approach Avoid traps set by the mind's inherent bias Understand the cognitive process of decision making Sharpen your professional judgement in any situation Decision making is the primary difference between organisations that lead and those that struggle. *The Little Black Book of Decision Making* helps you uncover errors in thinking before they become errors in judgement.

Great Decisions, Perfect Timing - Paul O'Brien 2015-02-05

What happens when a longing for creative freedom, perseverance and good timing come together? What if you focused on what fascinates you, then mastered some skills, including the art of making the right moves at the right time? The answer is a life filled with greater joy, contentment, creativity, and wisdom. In this unique book about discovering and living out one's destiny author Paul O'Brien distills a lifetime of business and personal challenges, risk-taking, adventure, and trial-and-error into an eloquently articulated process for making the best strategic decisions with an ever-improving sense of timing. His true stories of lessons learned will intrigue and delight the reader, while the presentation of the skills required to become a visionary decision maker captivate and motivate. The author's elegant Visionary Decision Making process and philosophy clearly defines the essential skills of intuition-driven decision-making and teaches readers how to take charge of their life and make better decisions that move them toward the realization of their

goals or dreams. In *Great Decisions, Perfect Timing*, you will learn how to: Better know thyself. Discover what fascinates you and let that motivate you. Understand what turns on your creative imagination or desire to be of service. Fine-tune your intuitive antenna. Create the space for intuitive insights to be received by turning down the noise of the five senses allowing for the perception of subtle, synchronistic signals. Leverage synchronicities to effect change within yourself. A synchronistic happening is a unique opportunity to receive information from the ever-present realm of Infinite Intelligence, beyond the box of linear thinking. Channel archetypes of power. Call forth your inner Hero, the Sovereign, the Warrior, the Magician, the Lover and put them to work! Develop intuition rituals. Learn how to use guided meditations and the I Ching (Book of Changes) as aids for cultivating and activating Intuitive Intelligence when you need it most. Adopt visionary beliefs. Own and always be upgrading your operating assumptions (beliefs). Execute your decisions with patient timing, trusting in the process and yourself. Perseverance furthers and mastery is the reward. Like compound interest, the more you trust intuition the easier it gets to notice and interpret those unique moments. These skills are a road map for creating what the author calls the Synchronistic Lifestyle - the ability to download creative power and inspiration from Infinite Intelligence to give rise to greater joy, contentment, wisdom and grace. It begins with awareness and attitude, and ends with decision-making and executed action. You are your own leader. A positive attitude and the belief that there are no accidents-supported by an activated intuition-will help you ensure a much smoother and more joyful path toward your unique personal destiny."

The Paradox of Choice - Barry Schwartz 2009-10-13

Whether we're buying a pair of jeans, ordering a cup of coffee, selecting a long-distance carrier, applying to college, choosing a doctor, or setting up a 401(k), everyday decisions—both big and small—have become increasingly complex due to the overwhelming abundance of choice with which we are presented. As Americans, we assume that more choice means better options and greater satisfaction. But beware of excessive choice: choice overload can make you question the decisions you make before you even make them, it can set you up for unrealistically high expectations, and it can make you blame yourself for any and all failures. In the long run, this can lead to decision-making paralysis, anxiety, and perpetual stress. And, in a culture that tells us that there is no excuse for falling short of perfection when your options are limitless, too much choice can lead to clinical depression. In *The Paradox of Choice*, Barry Schwartz explains at what point choice—the hallmark of individual freedom and self-determination that we so cherish—becomes detrimental to our psychological and emotional well-being. In accessible, engaging, and anecdotal prose, Schwartz shows how the dramatic explosion in choice—from the mundane to the profound challenges of balancing career, family, and individual needs—has paradoxically become a problem instead of a solution. Schwartz also shows how our obsession with choice encourages us to seek that which makes us feel worse. By synthesizing current research in the social sciences, Schwartz makes the counter intuitive case that eliminating choices can greatly reduce the stress, anxiety, and busyness of our lives. He offers eleven practical steps on how to limit choices to a manageable number, have the discipline to focus on those that are important and ignore the rest, and ultimately derive greater satisfaction from the choices you have to make.

The Great Mental Models: General Thinking Concepts - Farnam Street 2019-12-16

The old saying goes, "To the man with a hammer, everything looks like a nail." But anyone who has done any kind of project knows a hammer often isn't enough. The more tools you have at your disposal, the more likely you'll use the right tool for the job - and get it done right. The same is true when it comes to your thinking. The quality of your outcomes depends on the mental models in your head. And most people are going through life with little more than a hammer. Until now. *The Great Mental Models: General Thinking Concepts* is the first book in *The Great Mental Models* series designed to upgrade your thinking with the best, most useful and powerful tools so you always have the right one on hand. This volume details nine of the most versatile, all-purpose mental models you can use right away to improve your decision making, productivity, and how clearly you see the world. You will discover what forces govern the universe and how to focus your efforts so you can harness them to your advantage, rather than fight with them or worse yet- ignore them. Upgrade your mental toolbox and get the first volume today. AUTHOR BIOGRAPHY Farnam Street (FS) is one of the world's fastest growing websites, dedicated to helping our readers master the best

of what other people have already figured out. We curate, examine and explore the timeless ideas and mental models that history's brightest minds have used to live lives of purpose. Our readers include students, teachers, CEOs, coaches, athletes, artists, leaders, followers, politicians and more. They're not defined by gender, age, income, or politics but rather by a shared passion for avoiding problems, making better decisions, and lifelong learning. AUTHOR HOME Ottawa, Ontario, Canada

Start with Why - Simon Sinek 2011-12-27

The inspirational bestseller that ignited a movement and asked us to find our WHY Discover the book that is captivating millions on TikTok and that served as the basis for one of the most popular TED Talks of all time—with more than 56 million views and counting. Over a decade ago, Simon Sinek started a movement that inspired millions to demand purpose at work, to ask what was the WHY of their organization. Since then, millions have been touched by the power of his ideas, and these ideas remain as relevant and timely as ever. START WITH WHY asks (and answers) the questions: why are some people and organizations more innovative, more influential, and more profitable than others? Why do some command greater loyalty from customers and employees alike? Even among the successful, why are so few able to repeat their success over and over? People like Martin Luther King Jr., Steve Jobs, and the Wright Brothers had little in common, but they all started with WHY. They realized that people won't truly buy into a product, service, movement, or idea until they understand the WHY behind it. START WITH WHY shows that the leaders who have had the greatest influence in the world all think, act and communicate the same way—and it's the opposite of what everyone else does. Sinek calls this powerful idea The Golden Circle, and it provides a framework upon which organizations can be built, movements can be led, and people can be inspired. And it all starts with WHY.

Blunder - Zachary Shore 2010-07-15

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

How to Decide - Annie Duke 2020-10-13

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

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

Through interactive exercises and engaging thought experiments, this book helps you analyze key decisions you've made in the past and troubleshoot those you're making in the future. Whether you're picking investments, evaluating a job offer, or trying to figure out your romantic life, *How to Decide* is the key to happier outcomes and fewer regrets.

History's Greatest Decisions - Bill Price 2017-01-29

History's Greatest Decisions identifies and profiles the many important and difficult decisions leaders have made through history which shaped the world as we know it today. One of the defining features of being human is our capacity for complex problem solving. Most of the time we deal with mundane concerns, like what to have for breakfast or which pair of shoes to wear, but occasionally people face decisions about rather weightier matters. *History's Greatest Decisions* is concerned with this second category, those important and difficult decisions which only a very few people get to make and which can impact on the

lives of millions of others and have the potential to change the world. From our unknown ancestors who made the first stone tools, to those people in Northern Ireland who managed to put aside their differences in order to create a better future for their children; from the most powerful man in the world deciding not to start a nuclear war, to a woman on a bus standing up for her rights refusing to move seats. *History's Greatest Decisions* looks at well-known and not-so-well-known examples of people who made the crucial decisions and got them right.

Hard Call - John McCain 2014-07-02

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

Articulating Design Decisions - Tom Greever 2015-09-25

Talking to people about your designs might seem like a basic skill, but it can be difficult to do efficiently and well. And, in many cases, how you communicate about your work with stakeholders, clients, and other non-designers is more critical than the designs themselves—simply because the most articulate person usually wins. This practical guide focuses on principles, tactics, and actionable methods for presenting your designs. Whether you design UX, websites, or products, you'll learn how to win over anyone who has influence over the project—with the goal of creating the best experience for the end user. Walk through the process of preparing for and presenting your designs Understand stakeholder perspectives, and learn how to empathize with them Cultivate both implicit and explicit listening skills Learn tactics and formulas for expressing the most effective response to feedback Discover why the way you follow through is just as crucial as the meeting itself Educate your stakeholders by sharing the chapter from this book on how to work with designers

Yes Yes Hell No! - Whetten Ph D 2014-11-30

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

Good Choices - Tina Rae 2006-03-08

Includes CD-Rom ` I would recommend this book to educational psychologists as it enables realistic interventions within realistic timeframes'-Educational Psychology in Practice `Nothing is so exhausting as indecision, and nothing is so futile' - Bertrand Russell .. and teachers, parents and carers worry that the decisions that children and young people make might be unwise or dangerous. Decision making is a skill involving both a cognitive and an affective process. The ability to: - recognize the thoughts and feelings; - consider the consequences; - choose the best outcome; is a highly valued facility leading to resilience, achievement and responsibility. The skill can be taught and in these three volumes the authors provide all the materials needed to teach a course on decision making at each age level. The programme provides a menu of stories related to the real life experiences of the young people. Topics are selected to be age appropriate and the series includes: " Stealing; " Lying; " Social behaviours; " Risks; " Justice; " Loss,Grief and Bereavement; " Prejudice; " First love; " Disability; " Leaving home; " Family relationships. The teacher notes indicate 'stopping points' where reflection and discussion is encouraged. A choice of endings is offered or the young people can develop their own ideas about what might happen next. The course can be introduced at any age or used to develop the skills through school life from early years to the teens. 'You'd be hard pushed to find a better decision-making programme than this excellent set of books... This series will undoubtedly kick-start conversation, prod thinking and stimulate classroom debate' - Times Educational Supplement Magazine

The Open Organization - Jim Whitehurst 2015

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 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.

Judgment, Decision-Making, and Embodied Choices - Markus Raab 2020-10-14

Judgment, Decision-Making, and Embodied Choices introduces a new concept of embodied choices which take sensorimotor experiences into account when limited time and resources forces a person to make a quick decision. This book combines areas of cognitive psychology and movement science, presenting an integrative approach to understanding human functioning in everyday scenarios. This is the first book focusing on the role of the gut as a second brain, introducing the link to risky behavior. The book's author engages readers by providing real-life experiences and scenarios connecting theory to practice. Discusses the role of gut feelings and the brain-gut behavior connection Demonstrates that behavior influences decision and other people's perceptions about mood or character Includes research on medical decisions and shopping decisions Illustrates how to train embodied choices

Manage Your Career - Vijay Saghe 2015-05-07

Professor Sathe is a great gift, a passionate teacher who cares deeply about the life arc of each individual student. In his vibrant classroom, he translates strategic management into a personal discipline—and here in these pages, he brings to you and me the benefits of his wise mentorship. —Jim Collins, author of *Good to Great* This book gives the reader the keys to survival and success as his or her career progresses from one job to the next in the same, or a different, organization—be it for-profit, non-profit, government, or volunteer. It is designed to help the reader avoid the many traps and pitfalls encountered along his or her career path and to help facilitate increased personal effectiveness during all three stages of the job cycle—interviewing, new hire, and long-term employment. Whether preparing to enter the workforce for the first time or in early, middle, or later career stages, this book will show the reader how to avoid jobs and organizations that are not a good fit. It will also go beyond survival and show how to achieve success by doing the job well and making other contributions to the organization in ways that improve job performance, satisfaction, happiness, and personal and professional growth. The keys this book provides will work whether the reader is an independent contributor, a manager responsible for the work of others, or an executive responsible for the enterprise. Organizational leaders, human resource professionals, career coaches, and mentors can also utilize this book to educate and train employees to be more productive at work and happy in their worklife.

[Making Great Decisions in Business and Life](#) - David R. Henderson 2006

The phrase "work smarter, not harder" has been repeatedly ridiculed in the Dilbert comic strip and elsewhere, not because it is a bad idea, but because it is thrown like a brick lifesaver to drowning employees. To tell someone to work smarter is like telling someone to be happier, healthier, and richer. It's not much help to merely repeat the objective; what people need is a plan for achieving the objective. In *Making Great Decisions*, we show our readers how to achieve their objectives. We write to help those in business and those in the business of life--i.e., everyone--to work smarter. Our ideas are both simple and powerful. We offer a better way to look at problems so that the solutions are easier to find. We help supplement our readers' clear thinking by summarizing some of the most powerful techniques we have discovered. Have you ever driven through corn country? From a distance, all you see are corn stalks and more corn stalks in a jumbled mess. Then suddenly, when you get closer, your perspective changes, and you can see down the rows and realize that the corn was planted perfectly in straight lines. Your perception of the crop changes from a messy jumble to a clear picture simply because you're in the right spot. This book puts readers in that ideal spot. So many problems seem like hopeless jumbles but then, when you start using the techniques we discuss here, they start to look as straightforward as the straightest line in an Iowa cornfield. What motivated us to write this book is that, over the years, both of us have regularly come across people in organizations--often bright people with MBAs or other graduate degrees--who don't think they have time, energy, or skills to make good decisions. They have many clues but don't know how to put them together. They regularly face situations that they could analyze with some of the tools they learned in their courses, but they don't realize that. We don't hold ourselves apart from this group, and stories of our successes and failures are sprinkled throughout *Making Great Decisions in Business and Life*.

Fortune The Greatest Business Decisions of All Time - Verne Harnish 2012-10-02

Decisions equal success--nothing happens until one is made. Businesses make millions of decisions every day. But once in a great while a leader makes a truly game-changing decision that shifts not only the strategy of a single company but how everyone does business. These big decisions are counter intuitive--they go against the conventional wisdom. In hindsight, taking a different direction may seem easy, but these bet-the-company moves involve drama, doubt and high tension. What made Apple's board bring back Steve Jobs to the company? How did J&J decide to recall every bottle of Tylenol after a poisoning scare that only involved a small batch of the drug? What made Henry Ford decide to double the wages of his auto workers and how did that change the American economy for the next century? Here management consultant Verne Harnish, the CEO of Gazelles, along with *Fortune's* editors, provide the background story behind the 20 great business decisions of all time. You'll get a glimpse into the thought process leading up to these groundbreaking moments and will learn how these decisions have shaped the thinking of today's top leaders. *The Greatest Business Decisions of All Time* will spur debates and ignite conversations from board rooms to coffee shops and all will be wondering how one might apply these lessons to one's own business.

The Ambition Decisions - Hana Schank 2019-06-11

"These are the 'know your value' conversations that we need to have. These women--their challenges, choices, and successes--are all of us." --Mika Brzezinski Over the last sixty years, women's lives have transformed radically from generation to generation. Without a template to follow--a way to peek into the future to catch a glimpse of what leaving this job or marrying that person might mean to us decades from now--women make important decisions blindly, groping for a way forward, winging it, and hoping it all works out. As they faced unexpectedly fraught decisions about their own lives, journalists Hana Schank and Elizabeth Wallace found themselves wondering about the women they'd graduated alongside. What happened to these women who seemed set to reap the rewards of second-wave feminism, on the brink of taking over the world? Where did their ambition lead them? So they tracked down their classmates and, over several hundred hours of interviews, gathered and mapped data about real women's lives that has been missing from our conversations about women and the workplace. Whether you're deciding if you should pass up a promotion in favor of more flex time, planning when to get pregnant, or wondering what the ramifications are of being the only person in your house who ever unloads the dishwasher, *The Ambition Decisions* is a guide to the changes that may seem arbitrary but are life defining, by women who've been there. Organized by theme, each chapter draws on real women's stories of facing down crisis,

transition, and decision-making to illustrate broader trends Schank and Wallace observed. Each chapter wraps up with a useful bulleted list of questions to consider and tips to integrate that will guide women of all ages along the way to finding purpose and passion in work and life.

Noise - Daniel Kahneman 2021-05-18

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

Think Again - Sydney Finkelstein 2009-02-03

Why do smart and experienced leaders make flawed, even catastrophic, decisions? Why do people keep believing they have made the right choice, even with the disastrous result staring them in the face? And how can you be sure you're making the right decision--without the benefit of hindsight? Sydney Finkelstein, Jo Whitehead, and Andrew Campbell show how the usually beneficial processes of the human mind can become traps when we face big decisions. The authors show how the shortcuts our brains have learned to take over millennia of evolution can derail our decision making. *Think Again* offers a powerful model for making better decisions, describing the key red flags to watch for and detailing the decision-making safeguards we need. Using examples from business, politics, and history, *Think Again* deconstructs bad decisions, as they unfolded in real time, to show how you can avoid the same fate.

Good to Great - Jim Collins 2011-07-19

The *Challenge Built to Last*, the defining management study of the nineties, showed how great companies triumph over time and how long-term sustained performance can be engineered into the DNA of an enterprise from the very beginning. But what about the company that is not born with great DNA? How can good companies, mediocre companies, even bad companies achieve enduring greatness? The *Study For years*, this question preyed on the mind of Jim Collins. Are there companies that defy gravity and convert long-term mediocrity or worse into long-term superiority? And if so, what are the universal distinguishing characteristics that cause a company to go from good to great? The *Standards* Using tough benchmarks, Collins and his research team identified a set of elite companies that made the leap to great results and sustained those results for at least fifteen years. How great? After the leap, the good-to-great companies generated cumulative stock returns that beat the general stock market by an average of seven times in fifteen years, better than twice the results delivered by a composite index of the world's greatest companies, including Coca-Cola, Intel, General Electric, and Merck. The *Comparisons* The research team contrasted the good-to-great companies with a carefully selected set of comparison companies that failed to make the leap from good to great. What was different? Why did one set of companies become truly great performers while the other set remained only good? Over five years, the team analyzed the histories of all twenty-eight companies in the study. After sifting through mountains of data and thousands of pages of interviews, Collins and his crew discovered the key determinants of greatness -- why some companies make the leap and others don't. The *Findings* The findings of the *Good to Great* study will surprise many readers and shed light on virtually every area of management strategy and practice. The findings include: Level 5

Leaders: The research team was shocked to discover the type of leadership required to achieve greatness. *The Hedgehog Concept* (Simplicity within the Three Circles): To go from good to great requires transcending the curse of competence. *A Culture of Discipline*: When you combine a culture of discipline with an ethic of entrepreneurship, you get the magical alchemy of great results. *Technology Accelerators*: Good-to-great companies think differently about the role of technology. *The Flywheel and the Doom Loop*: Those who launch radical change programs and wrenching restructurings will almost certainly fail to make the leap. "Some of the key concepts discerned in the study," comments Jim Collins, "fly in the face of our modern business culture and will, quite frankly, upset some people." Perhaps, but who can afford to ignore these findings?

Great Decisions - Foreign Policy Association 2021

The *Great Decisions* briefing book features impartial, thought-provoking analyses on eight issues of concern to U.S. policymakers today. Written by carefully selected experts, each article offers policy options for U.S. officials as well as questions and tools for discussion.

Thinking in Bets - Annie Duke 2019-05-07

A Wall Street Journal bestseller, now in paperback. Poker champion turned decision strategist Annie Duke teaches you how to get comfortable with uncertainty and make better decisions. 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's always information 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 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.

Sources of Power - Gary A. Klein 1999-02-18

Anyone who watches the television news has 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. Gary Klein is one of the developers of the naturalistic decision making approach, which views people as inherently skilled and experienced. It documents human strengths and capabilities that so far have been downplayed or ignored. Since 1985, Klein has conducted fieldwork to find out how people tackle challenges in difficult, nonroutine situations. *Sources of Power* is based on observations of humans acting under such real-life constraints as time pressure, high stakes, personal responsibility, and shifting conditions. The professionals studied include firefighters, critical care nurses, pilots, nuclear power plant operators, battle planners, and chess masters. Each chapter builds on key incidents and examples to make the description of the methodology and phenomena more vivid. In addition to providing information that can be used by professionals in management, psychology, engineering, and other fields, the book presents an overview of the research approach of naturalistic decision making and expands our knowledge of the strengths people bring to difficult tasks.

The Wisdom of Group Decisions - Craig Freshley 2010-05

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

Decide and Conquer - David Siegel 2022-03-08

Success boils down to one thing: making good decisions. Learn the right framework now that can make all the difference later when faced with terrible options, deep anxiety and fear of failure. Access the decision framework David Siegel used when he took over as CEO of Meetup, the world's leading platform for making connections and finding your community. Let David's success during one of the most tumultuous times in his company's history help guide you on your own path. Decide and Conquer helps all leaders navigate the big decisions that will impact their future and make their organizations a success. David outlines the 44 challenges leaders face when starting a new position, then shows you the decision framework he applied to overcome challenges in his own role. David takes you on an epic journey of corporate and personal survival that includes industry titans like Adam Neumann, Barry Diller, Jack Welch, Bill Ackman, and other leaders. In Decide and Conquer, you will learn to: Apply principles like open communication, transparency, and kindness to inform great decision making. Set yourself up to succeed, even before you start, by removing potential roadblocks before they become a problem. Be a bold and decisive leader and not succumb to fear. By applying the principles he had learned in previous leadership positions, David was able to make the many critical decisions that would mean life or death for Meetup when WeWork decided to sell the company. From deciding to accept the position and negotiating terms to managing a seemingly endless series of crises during the sale and global pandemic, Decide and Conquer walks readers through the key decisions they will face with invaluable advice for each one.

Decision Leadership - Don A. Moore 2022

"Leadership doesn't look like it used to. Expanding on the lessons learned from Richard H. Thaler and Cass R. Sunstein's best-selling Nudge, this book brings together research from the behavioral sciences to demonstrate how effective leadership works. While leaders have historically been lauded for their own behaviors, attributes, and decisions, this approach ignores the leader's mission to empower others. Don A. Moore and Max H. Bazerman show how effective leadership enables everyone, not just the leader, to make wise, ethical decisions consistent with their highest values. As a result, a leader's impact becomes greater because it ripples out instead of relying heavily on him or her to play the part of heroic figure. Filled with real-life stories and examples of the structures, incentives, and systems that successful leaders have used to equip others to make decisions, this study also includes cautionary tales of the consequences of ignoring these practices"--

Great People Decisions - Claudio Fernández-Aráoz 2007-05-25

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

changes that are expected in the next decade, the first thing you should do is read this book. The second thing you should do is put Fernandez-Araoz's advice into practice immediately." --JIM KOUZES, bestselling coauthor of The Leadership Challenge and A Leader's Legacy "Too many people say 'people are our most important assets' but then don't act on it. In this important and eloquent book, Fernandez-Araoz provides compelling evidence for why making great people decisions is essential for anyone who aspires to become a great leader or build a great company. If you follow the sage advice he offers in this book, you are sure to make great people decisions." --NITIN NOHRIA, Senior Associate Dean of Faculty Development, Harvard Business School, and coauthor of Paths to Power and In Their Time

Decisive - Chip Heath 2013-03-26

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

Left Or Right - Mweusi Group 2021-06-15

Left or Right is a story of two best friends, James and Langston, who each have to make decisions about their day. This book is meant to illustrate the importance of making good decisions and understanding the consequences of the choices we make on a daily basis. No matter the outcome of that day, learning to make the best decision in order to have the best possible tomorrow is what "Left or Right" will instill. It is our hope that this book will help teach kids the importance of making good decisions that will translate to life long lessons!

How to Make Great Decisions - Mike Schmitz 2019-11

Should I buy dark chocolate or milk chocolate? Which college should I attend? Should I be married or single? We face thousands of decisions, big and small, every day. But have you ever felt like you are too busy "discerning" to actually decide? True decision-making is more than just thinking about something . . . decisions involve taking action. YouTube star, Fr. Mike Schmitz, gives you the tools to decide what to do with your life today, tomorrow, and in the future with clarity and confidence. In this little book you will learn to: know when God is speaking, how to recognize the "signs," and make wise decisions for your life. Fate is when you're fixed; you don't have a choice. Destiny is your destination . . . Know your destiny.

Facilitator's Guide to Participatory Decision-Making - Sam Kaner 2011-03-10

"The best book on collaboration ever written!" —Diane Flannery, founding CEO, Juma Ventures And now this classic book is even better—much better. Completely revised and updated, the second edition is loaded with new tools and techniques. Two powerful new chapters on agenda design A full section devoted to reaching closure More than twice as many tools for handling difficult dynamics 70 brand-new pages and over 100 pages significantly improved