

## The Decision Book Fifty Models For Strategic Thinking

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Creative Strategy and the Business of Design  
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The Art of Decision Making

### The Brand Gap, Revised Edition

In modern, information-centric business environments, Decision Making Support Systems (DMSS) present a critical consideration for any organization serious about maintaining competitive advantage. Advances in information systems, knowledge management technologies, and other decision support systems necessitate a critical understanding of the latest trends and research. Engineering Effective Decision Support Technologies: New Models and Applications presents a collection of the latest research in DMSS and applies those theoretical considerations to best practices in the field. This reference includes empirical case studies and an analysis of new models and perspectives in knowledge management, promoting discussion of DMSS strategies among managers, researchers, and students of information science.

### Multi-Criteria Decision-Making Models for Website Evaluation

Multi-criteria decision making (MCDM) has been extensively used in diverse disciplines, with a variety of MCDM techniques used to solve complex problems. A primary challenge faced by research scholars is to decode these techniques using detailed step-by-step analysis with case studies and data sets. The scope of such work would help decision makers to understand the process of using MCDM techniques appropriately to solve complex issues without making mistakes. Multi-Criteria Decision Analysis in Management provides innovative insights into the rationale behind using MCDM techniques to

solve decision-making problems and provides comprehensive discussions on these techniques from their inception, development, and growth to their advancements and applications. The content within this publication examines hybrid multicriteria models, value theory, and data envelopment. Ideal for researchers, management professionals, students, operations scholars, and academicians, this scholarly work supports and enhances the decision-making process.

### **The Change Book**

The principles of value investing have resonated with savvy practitioners in the world of finance for a long time. In *Creating Strategic Value*, Joseph Calandro Jr. explores how the core ideas and methods of value investing can be profitably applied to corporate strategy and management. Calandro builds from an analysis of traditional value investing concepts to their strategic applications. He surveys value investing's past, present, and future, drawing on influential texts, from Graham and Dodd's time-tested works to more recent studies, to reveal potent managerial lessons. He explains the theoretical aspects of value investing-consistent approaches to corporate strategy and management and details how they can be successfully employed through practical case studies that demonstrate value realization in action. Calandro analyzes the applicability of key ideas such as the margin-of-safety principle to corporate strategy in a wide range of areas beyond stocks and bonds. He highlights the importance of an "information advantage"—knowing something that a firm's competitors either do not know or choose to ignore—and explains how corporate managers can apply this key value investing differentiator. Offering expert insight into the use of time-tested value investing principles in new fields, *Creating Strategic Value* is an important book for corporate strategy and management practitioners at all levels as well as for students and researchers.

### **The Communication Book: 44 Ideas for Better Conversations Every Day**

One of the goals of artificial intelligence (AI) is creating autonomous agents that must make decisions based on uncertain and incomplete information. The goal is to design rational agents that must take the best action given the information available and their goals. *Decision Theory Models for Applications in Artificial Intelligence: Concepts and Solutions* provides an introduction to different types of decision theory techniques, including MDPs, POMDPs, Influence Diagrams, and Reinforcement Learning, and illustrates their application in artificial intelligence. This book provides insights into the advantages and challenges of using decision theory models for developing intelligent systems.

### **Smart Choices**

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.

### **Strategic Thinking for Leaders**

With almost every business application process being linked with a web portal, the website has become an integral part of any organization. Satisfying the end user's needs is one of the key principles of designing an effective website. Because there are different users for any given website, there are different criteria that users want. Thus, evaluating a website is a multi-criteria decision-making problem in which the decision maker's opinion should be considered for ranking the website. Multi-Criteria Decision-Making Models for Website Evaluation is a critical scholarly resource that covers the strategies needed to evaluate the navigability and efficacy of websites as promotional platforms for their companies. Featuring a wide range of topics including linguistic modelling, e-services, and site quality, this book is ideal for managers, executives, website designers, graphic artists, specialists, consultants, educationalists, researchers, and students.

### **The Decision Book: 50 Models for Strategic Thinking**

“We make decisions, but decisions make our life.” All of us need to make decisions that may be major or minor. One good decision can work wonders and dramatically change our lives forever. Similarly, one bad decision can prove disastrous and make life horrible. So ultimately, our life is a sum total of the decisions we make. This highlights the fact that decision making is the most important thing we do throughout our lives. If the decision making process is so vital, then shouldn't an all-out effort be made to improve this process? Surprisingly and unfortunately, most of us never try to do so! There must be ways and methods to improve the process of decision making. There must be a way to standardize the process of decision making so that the chances of error are minimized. Can we learn this art and teach it to our children? There is very little literature available on this topic. Decisions is a book that is all about mastering the art of decision making by understanding and standardizing its concepts.

## **Decision Theory Models for Applications in Artificial Intelligence: Concepts and Solutions**

Good management is a precious commodity in the corporate world. Guide to Management Ideas and Gurus is a straightforward manual on the most innovative management ideas and the management gurus who developed them. The earlier edition, Guide to Management Ideas, presented the most significant ideas that continue to underpin business management. This new book builds on those ideas and adds detailed biographies of the people who came up with them-the most influential business thinkers of the past and present. Topics covered include: Active Inertia, Disruptive Technology, Genchi Genbutsu (Japanese for "Go and See for Yourself"), The Halo Effect, The Long Tail, Skunkworks, Tipping Point, Triple Bottom Line, and more. The management gurus covered include: Dale Carnegie, Jim Collins, Stephen Covey, Peter Drucker, Philip Kotler, Michael Porter, Tom Peters, and many others.

## **The Test Book**

A short, sharp guide to tackling life's biggest challenges: understanding ourselves and making the right choices. Every day offers moments of decision, from what to eat for lunch to how to settle a dispute with a colleague. Still larger questions loom: How can I motivate my team? How can I work more efficiently? What is the long tail anyway? Whether you're a newly minted MBA, a chronic second-guesser, or just someone eager for a new vantage point, The Decision Book presents fifty models for better structuring, and subsequently understanding, life's steady challenges. Interactive and thought-provoking, this illustrated workbook offers succinct summaries of popular strategies, including the Rubber Band Model for dilemmas with many directions, the Personal Performance Model to test whether to change jobs, and the Black Swan Model to illustrate why experience doesn't guarantee wisdom. Packed with familiar tools like the Pareto Principle, the Prisoner's Dilemma, and an unusual exercise inspired by Warren Buffet, The Decision Book is the ideal reference for flexible thinkers.

## **The Decision Book: Fifty Models for Strategic Thinking (Fully Revised Edition)**

For anyone faced with the challenge of making strategic decisions, this book will show readers how to choose the strategic models best suited to their needs.

## **Measure What Matters**

Drawing from different 'fields' such as philosophy, psychology, literature, and theology, Joseph Bikart uses decades of experience as a business coach for senior executives around the globe to explore how and why we make the decisions we do. What is it that makes some of us better - or worse - than others at committing to a choice? What are the forces that

hold us back, and how can we successfully overcome them? Every facet of our lives depends on the decisions we make. Yet, how often do we pause to reflect on our ability to make the best and smartest choices? The key is how we confront and refine the decision making process. Joseph Bikart explores the intricacies of decision making, challenging us to understand why we make the choices we do. He explores how the true power of decisions, especially the toughest among them, help us to face our fears and may in turn change how we think about ourselves. The book is broken into four clear parts and punctuated with short practical essays Bikart presents a lively and compelling exploration of the process of decision making covering; Indecision, indecision - what makes us indecisive? What holds us back and why? Where Art Thou? How and where we get stuck and the importance of relaxing one's grip. The Momentum of Decisiveness - Keeping our focus and proactivity. The Deciding Mind - making our smartest choices. Drawing from such different fields as philosophy, psychology, neurology, literature, art history and theology, we are taken on a journey from the depths of procrastination to the elation of decision making. Presenting a fresh perspective on what to do at the proverbial fork in the road, Bikart's unique philosophy is insightful, thought provoking, and potentially life-changing.

### **The Decision to Trust**

Leaders and Managers want quick answers, quick ways to reach solutions, ways and means to access knowledge that won't eat into their precious time and quick ideas that deliver a big result. The Little Book of Big Decision Models cuts through all the noise and gives managers access to the very best decision-making models that they need to to keep things moving forward. Every model is quick and easy to read and delivers the essential information and know-how quickly, efficiently and memorably.

### **Understanding Machine Learning**

Have you ever . . . Invested time in something that, in hindsight, just wasn't worth it? Paid too much in an eBay auction? Continued to do something you knew was bad for you? Sold stocks too late, or too early? Taken credit for success, but blamed failure on external circumstances? Backed the wrong horse? These are examples of what the author calls cognitive biases, simple errors all of us make in day-to-day thinking. But by knowing what they are and how to identify them, we can avoid them and make better choices: whether in dealing with personal problems or business negotiations, trying to save money or earn profits, or merely working out what we really want in life—and strategizing the best way to get it. Already an international bestseller, *The Art of Thinking Clearly* distills cutting-edge research from behavioral economics, psychology, and neuroscience into a clever, practical guide for anyone who's ever wanted to be wiser and make better decisions. A novelist, thinker, and entrepreneur, Rolf Dobelli deftly shows that in order to lead happier, more prosperous lives, we don't need extra cunning, new ideas, shiny gadgets, or more frantic hyperactivity—all we need is less irrationality. Simple, clear,

and always surprising, this indispensable book will change the way you think and transform your decision making—at work, at home, every day. From why you shouldn't accept a free drink to why you should walk out of a movie you don't like, from why it's so hard to predict the future to why you shouldn't watch the news, *The Art of Thinking Clearly* helps solve the puzzle of human reasoning.

### **The Little Book of Big Decision Models**

Decision makers are often faced with several conflicting alternatives. How do they evaluate trade-offs when there are more than three criteria? To help people make optimal decisions, scholars in the discipline of multiple criteria decision making (MCDM) continue to develop new methods for structuring preferences and determining the correct relative weights for criteria. A compilation of modern decision-making techniques, *Multiple Attribute Decision Making: Methods and Applications* focuses on the fuzzy set approach to multiple attribute decision making (MADM). Drawing on their experience, the authors bring together current methods and real-life applications of MADM techniques for decision analysis. They also propose a novel hybrid MADM model that combines DEMATEL and analytic network process (ANP) with VIKOR procedures. The first part of the book focuses on the theory of each method and includes examples that can be calculated without a computer, providing a complete understanding of the procedures. Methods include the analytic hierarchy process (AHP), ANP, simple additive weighting method, ELECTRE, PROMETHEE, the gray relational model, fuzzy integral technique, rough sets, and the structural model. Integrating theory and practice, the second part of the book illustrates how methods can be used to solve real-world MADM problems. Applications covered in the book include: AHP to select planning and design services for a construction project TOPSIS and VIKOR to evaluate the best alternative-fuel vehicles for urban areas ELECTRE to solve network design problems in urban transportation planning PROMETEE to set priorities for the development of new energy systems, from solar thermal to hydrogen energy Fuzzy integrals to evaluate enterprise intranet web sites Rough sets to make decisions in insurance marketing Helping readers understand how to apply MADM techniques to their decision making, this book is suitable for undergraduate and graduate students as well as practitioners.

### **Clinical Decision Support**

Become confident in your choices. Where should I live? Is it time to get a new job? Which job candidate should I hire? What business strategy should I pursue? We spend the majority of our lives making decisions, both big and small. Yet, even though our success is largely determined by the choices that we make, very few of us are equipped with useful decision-making skills. Because of this, we often approach our choices tentatively, or even fearfully, and avoid giving them the time and thought required to put our best foot forward. In *Smart Choices*, John Hammond, Ralph Keeney, and Howard Raiffa—experts with over 100 years of experience resolving complex decision problems—offer a proven, straightforward,

and flexible roadmap for making better and more impactful decisions, and offer the tools to achieve your goals in every aspect of your life. Their step-by-step, divide-and conquer approach will teach you how to:

- Evaluate your plans
- Break your potential decision into its key elements
- Identify the key drivers that are most relevant to your goals
- Apply systematic thinking
- Use the right information to make the smartest choice

Smart Choices doesn't tell you what to decide; it tells you how. As you routinely use the process, you'll become more confident in your ability to make decisions at work and at home. And, more importantly, by applying its time-tested methods, you'll make better decisions going forward. Be proactive. Don't wait until a decision is forced on you—or made for you. Seek out decisions that advance your long-term goals, values, and beliefs. Take charge of your life by making Smart Choices a lifetime habit.

### **The Question Book**

Data Science for Business and Decision Making covers both statistics and operations research while most competing textbooks focus on one or the other. As a result, the book more clearly defines the principles of business analytics for those who want to apply quantitative methods in their work. Its emphasis reflects the importance of regression, optimization and simulation for practitioners of business analytics. Each chapter uses a didactic format that is followed by exercises and answers. Freely-accessible datasets enable students and professionals to work with Excel, Stata Statistical Software®, and IBM SPSS Statistics Software®. Combines statistics and operations research modeling to teach the principles of business analytics

Written for students who want to apply statistics, optimization and multivariate modeling to gain competitive advantages in business Shows how powerful software packages, such as SPSS and Stata, can create graphical and numerical outputs

### **Think Smarter**

Decisions large and small play a fundamental role in shaping life course trajectories of health and well-being: decisions draw upon an individual's capacity for self-regulation and self-control, their ability to keep long-term goals in mind, and their willingness to place appropriate value on their future well-being. Aging and Decision Making addresses the specific cognitive and affective processes that account for age-related changes in decision making, targeting interventions to compensate for vulnerabilities and leverage strengths in the aging individual. This book focuses on four dominant approaches that characterize the current state of decision-making science and aging - neuroscience, behavioral mechanisms, competence models, and applied perspectives. Underscoring that choice is a ubiquitous component of everyday functioning, Aging and Decision Making examines the implications of how we invest our limited social, temporal, psychological, financial, and physical resources, and lays essential groundwork for the design of decision supportive interventions for adaptive aging that take into account individual capacities and context variables. Divided into four

dominant approaches that characterize the current state of decision-making science and aging neuroscience Explores the impact of aging on the linkages between cortical structures/functions and the behavioral indices of decision-making Examines the themes associated with behavioral approaches that attempt integrations of methods, models, and theories of general decision-making with those derived from the study of aging Details the changes in underlying competencies in later life and the two prevailing themes that have emerged—one, the general individual differences perspective, and two, a more clinical focus

### **Creating Strategic Value**

A wise and witty compendium of the greatest thoughts, greatest minds, and greatest books of all time -- listed in accessible and succinct form -- by one of the world's greatest scholars. From the "Hundred Best Books" to the "Ten Greatest Thinkers" to the "Ten Greatest Poets," here is a concise collection of the world's most significant knowledge. For the better part of a century, Will Durant dwelled upon -- and wrote about -- the most significant eras, individuals, and achievements of human history. His selections have finally been brought together in a single, compact volume. Durant eloquently defends his choices of the greatest minds and ideas, but he also stimulates readers into forming their own opinions, encouraging them to shed their surroundings and biases and enter "The Country of the Mind," a timeless realm where the heroes of our species dwell. From a thinker who always chose to exalt the positive in the human species, *The Greatest Minds and Ideas of All Time* stays true to Durant's optimism. This is a book containing the absolute best of our heritage, passed on for the benefit of future generations. Filled with Durant's renowned wit, knowledge, and unique ability to explain events and ideas in simple and exciting terms, this is a pocket-size liberal arts and humanist curriculum in one volume.

### **Multi-Criteria Decision Analysis in Management**

With at least 40% new or updated content since the last edition, *Clinical Decision Support, 2nd Edition* explores the crucial new motivating factors poised to accelerate Clinical Decision Support (CDS) adoption. This book is mostly focused on the US perspective because of initiatives driving EHR adoption, the articulation of 'meaningful use', and new policy attention in process including the Office of the National Coordinator for Health Information Technology (ONC) and the Center for Medicare and Medicaid Services (CMS). A few chapters focus on the broader international perspective. *Clinical Decision Support, 2nd Edition* explores the technology, sources of knowledge, evolution of successful forms of CDS, and organizational and policy perspectives surrounding CDS. Exploring a roadmap for CDS, with all its efficacy benefits including reduced errors, improved quality, and cost savings, as well as the still substantial roadblocks needed to be overcome by policy-makers, clinicians, and clinical informatics experts, the field is poised anew on the brink of broad adoption. *Clinical Decision Support, 2nd Edition* provides an updated and pragmatic view of the methodological processes and

implementation considerations. This book also considers advanced technologies and architectures, standards, and cooperative activities needed on a societal basis for truly large-scale adoption. At least 40% updated, and seven new chapters since the previous edition, with the new and revised content focused on new opportunities and challenges for clinical decision support at point of care, given changes in science, technology, regulatory policy, and healthcare finance. Informs healthcare leaders and planners, health IT system developers, healthcare IT organization leaders and staff, clinical informatics professionals and researchers, and clinicians with an interest in the role of technology in shaping healthcare of the future.

### **Strategic Decisions**

#### **Goal-Directed Decision Making**

An essential library of tests for self-knowledge and success, from the strategic thinking experts behind the international bestseller *The Decision Book*. Are you clever? Can you self-motivate? Are you creative? How do you handle money? Can you lead others well? With their trademark style and wit, best-selling authors Mikael Krogerus and Roman Tschäppeler present sixty-four tests spanning intelligence and personality type; creativity and leadership skills; fitness and lifestyle; and knowledge and belief. From what you see in a Rorschach test to comparing your workout against a Navy SEAL's, from EQ to IQ and Myers-Briggs in between, *The Test Book* offers a panoply of ways to assess yourself and decide what you need to succeed. As Krogerus and Tschäppeler highlight, you can only know whether you have the right skills, the right job, or the right partner when you know where you stand right now. Small enough to fit in your pocket but packed with insight and good humor, *The Test Book* delivers a quick, fun way to evaluate your life and happiness.

#### **Encyclopedia of Decision Making and Decision Support Technologies**

The next decision you make could change your life. Every day, we make countless choices, yet we rarely stop to consider how we arrive at those decisions as we speed through our lives. In *Labyrinth*, leadership expert Pawel Motyl believes it's time to take a closer look at how we make decisions -- and learn how to decide better. Motyl digs into the series of decisions that led to some of the modern world's most dramatic events: from the Cuban missile crisis to the 1996 Mount Everest climbing disaster; from the Apollo 13 rescue mission to the ill-fated Daimler-Chrysler merger. Along the way, he reveals 16 rules for effective decision-making that will challenge your pre-existing beliefs, and change your outlook forever. As technological advances transform our world at an ever-accelerating pace, we are all facing a complex labyrinth of decisions in business and life. Motyl's insights will equip you with the knowledge and wisdom to face even the most high-stakes

situation with confidence, and negotiate the labyrinth with ease.

### **The Greatest Minds and Ideas of All Time**

This book offers an exciting new collection of recent research on the actual processes that humans use when making decisions in their everyday lives and in business situations. The contributors use cognitive psychological techniques to break down the constituent processes and set them in their social context. The contributors are from many different countries and draw upon a wide range of techniques, making this book a valuable resource to cognitive psychologists in applied settings, economists and managers.

### **Multiple Attribute Decision Making**

As effective organizational decision making is a major factor in a company's success, a comprehensive account of current available research on the core concepts of the decision support agenda is in high demand by academicians and professionals. Through 110 authoritative contributions by over 160 of the world's leading experts the Encyclopedia of Decision Making and Decision Support Technologies presents a critical mass of research on the most up-to-date research on human and computer support of managerial decision making, including discussion on support of operational, tactical, and strategic decisions, human vs. computer system support structure, individual and group decision making, and multi-criteria decision making.

### **Decision Making**

### **Guide to Decision Making**

Introduces machine learning and its algorithmic paradigms, explaining the principles behind automated learning approaches and the considerations underlying their usage.

### **The H Factor of Personality**

What would be your ideal job if you didn't have to worry about money? Would you like to have more responsibility or less? How far would you go for a promotion? When did you last stand up for what you believe in? What are you afraid of? In this unique handbook to your own life and work, there are no right or wrong answers: only honest ones. Featuring sections on

subjects everyone can relate to, from the professional (work and finance), to the personal (sex and relationships), The Question Book can be used alone, like a journal; or with a colleague, partner or friend. It will probe and enlighten on everything, including what your boss really thinks about you, whether you are in the right job, and what motivates you to get out of bed every morning. These wide-ranging questions - which provoke short 'yes or no's as well as open-ended responses that dig deeper - are pertinent, direct, and compulsively fun to answer. In The Question Book, you are under the spotlight. And only you have the answer.

### **The 8 Cylinders of Success**

The “H” in the H factor stands for “Honesty-Humility,” one of the six basic dimensions of the human personality. People who have high levels of H are sincere and modest; people who have low levels are deceitful and pretentious. It isn't intuitively obvious that traits of honesty and humility go hand in hand, and until very recently the H factor hadn't been recognized as a basic dimension of personality. But scientific evidence shows that traits of honesty and humility form a unified group of personality traits, separate from those of the other five groups identified several decades ago. This book, written by the discoverers of the H factor, explores the scientific findings that show the importance of this personality dimension in various aspects of people's lives: their approaches to money, power, and sex; their inclination to commit crimes or obey the law; their attitudes about society, politics, and religion; and their choice of friends and spouse. Finally, the book provides ways of identifying people who are low in the H factor, as well as advice on how to raise one's own level of H.

### **Neuroeconomics and the Decision-Making Process**

Neuroeconomics has emerged as a field of study with the goal of understanding the human decision-making process and the mental consideration of multiple outcomes based on a selected action. In particular, neuroeconomics emphasizes how economic conditions can impact and influence the decision-making process and alternately, how human actions have the power to impact economic conditions. Neuroeconomics and the Decision-Making Process presents the latest research on the relationship between neuroscience, economics, and human decision-making, including theoretical foundations, real-world applications, and models for implementation. Taking a cross-disciplinary approach to neuroeconomic theory and study, this publication is an essential reference source for economists, psychologists, business professionals, and graduate-level students across disciplines.

### **Guide to Management Ideas and Gurus**

We're all on the journey of life, but how do you know you're going in the right direction? What's your purpose? How do you

discover it? Your life is your vehicle to design, drive, and maintain. Unfortunately, too many people end up back seat driving through life or driving other people's vehicles and never take the driver's seat of their own lives. Using the 8 Cylinders of Success? framework, this book and workbook will help you design the vehicle of your life and achieve your highest personal velocity in your personal and professional life. The 8 Cylinders of Success? is a framework created by Jullien Gordon based on academic research in performance optimization, self-motivation, positive psychology, and happiness and the in depth study of some of the world's most successful people. The 8 Cylinders of Success? includes your: principles, passions, problems, people, positioning, pioneers, picture, and possibility. Together, they lead to your purpose, which is your personal GPS system that continuously guides you in the right direction throughout life.

### **Aging and Decision Making**

30 Practical and applicable guidelines to think smarter, faster, and with expert insight (even if you aren't one). Mental models are like giving a treasure map to someone lost in the woods. They provide instant understanding, context, and most importantly, a path to the end destination. Now imagine having such a map for all problems and decisions in your life. Battle information overwhelm, focus on what really matters, and make complex decisions with speed and confidence. Mental Models: 30 Thinking Tools sheds light on true intelligence: it's not about knowledge and knowing the capitals of all the countries in the world. It's about how you think, and each mental model is a specific framework on how to think smart and with insight. You can approach the world by trying to analyze each piece of information separately, or you can learn mental models that do the work for you. Learn how billionaires/CEOs, Olympic athletes, and scientists think differently and avoid mistakes. Peter Hollins has studied psychology and peak human performance for over a dozen years and is a bestselling author. He has worked with a multitude of individuals to unlock their potential and path towards success. His writing draws on his academic, coaching, and research experience.

### **Data Science for Business and Decision Making**

#1 New York Times Bestseller Legendary venture capitalist John Doerr reveals how the goal-setting system of Objectives and Key Results (OKRs) has helped tech giants from Intel to Google achieve explosive growth—and how it can help any organization thrive. In the fall of 1999, John Doerr met with the founders of a start-up whom he'd just given \$12.5 million, the biggest investment of his career. Larry Page and Sergey Brin had amazing technology, entrepreneurial energy, and sky-high ambitions, but no real business plan. For Google to change the world (or even to survive), Page and Brin had to learn how to make tough choices on priorities while keeping their team on track. They'd have to know when to pull the plug on losing propositions, to fail fast. And they needed timely, relevant data to track their progress—to measure what mattered. Doerr taught them about a proven approach to operating excellence: Objectives and Key Results. He had first discovered

OKRs in the 1970s as an engineer at Intel, where the legendary Andy Grove ("the greatest manager of his or any era") drove the best-run company Doerr had ever seen. Later, as a venture capitalist, Doerr shared Grove's brainchild with more than fifty companies. Wherever the process was faithfully practiced, it worked. In this goal-setting system, objectives define what we seek to achieve; key results are how those top-priority goals will be attained with specific, measurable actions within a set time frame. Everyone's goals, from entry level to CEO, are transparent to the entire organization. The benefits are profound. OKRs surface an organization's most important work. They focus effort and foster coordination. They keep employees on track. They link objectives across silos to unify and strengthen the entire company. Along the way, OKRs enhance workplace satisfaction and boost retention. In *Measure What Matters*, Doerr shares a broad range of first-person, behind-the-scenes case studies, with narrators including Bono and Bill Gates, to demonstrate the focus, agility, and explosive growth that OKRs have spurred at so many great organizations. This book will help a new generation of leaders capture the same magic.

### **Engineering Effective Decision Support Technologies: New Models and Applications**

A proven model to create high-performing, high-trust organizations Globally, there has been a decline in trust over the past few decades, and only a third of Americans believe they can trust the government, big business, and large institutions. In *The Decision to Trust*, Robert Hurley explains how this new culture of cynicism and distrust creates many problems, and why it is almost impossible to manage an organization well if its people do not trust one another. High-performing, world-class companies are almost always high-trust environments. Without this elusive, important ingredient, companies cannot attract or retain top talent. In this book, Hurley reveals a new model to measure and repair trust with colleagues managers and employees. Outlines a proven Decision to Trust Model (DTM) of ten factors that establish whether or not one party will trust the other Filled with original examples from Daimler, PriceWaterhouse Coopers, Goldman Sachs, Microsoft, QuikTrip, General Electric, Procter and Gamble, AzKoNobel, Johnson and Johnson, Whole Foods, and Zappos Reveals how leaders in Asia, Europe, and North America have used the DTM to build high-trust organizations Covering trust building in teams, across functions, within organizations and across national cultures, *The Decision to Trust* shows how any organization can improve trust and the bottom line.

### **Labyrinth**

Mikael Krogerus and Roman Tschäppeler have tested the 44 most important communication theories and distilled them in book form, alongside clear and entertaining illustrations. Want better conversations? Ask open-ended questions that have no right or wrong answers—make your partner feel brilliant. Want better meetings? Ban smartphones, use a timer, and make everyone stand up. Want better business deals? Focus on the thing, rather than the person; on similarities, rather

than differences; and on good outcomes, rather than perfect ones. Whether you want to present ideas more clearly, improve your small talk, or master the art of introspection, The Communication Book delivers, fusing theoretical knowledge and practical advice in a small but mighty package. With sections on work, the self, relationships and language, this book is indispensable for anyone who wants to improve what they say, and how they say it.

### **Mental Models**

Train your brain for better decisions, problem solving, and innovation Think Smarter: Critical Thinking to Improve Problem-Solving and Decision-Making Skills is the comprehensive guide to training your brain to do more for you. Written by a critical thinking trainer and coach, the book presents a pragmatic set of tools to apply critical thinking techniques to everyday business issues. Think Smarter is filled with real world examples that demonstrate how the tools work in action, in addition to dozens of practice exercises applicable across industries and functions, Think Smarter is a versatile resource for individuals, managers, students, and corporate training programs. Thinking is the foundation of everything you do, but we rely largely on automatic thinking to process information, often resulting in misunderstandings and errors. Shifting over to critical thinking means thinking purposefully using a framework and toolset, enabling thought processes that lead to better decisions, faster problem solving, and creative innovation. Think Smarter provides clear, actionable steps toward improving your critical thinking skills, plus exercises that clarify complex concepts by putting theory into practice. Features include: A comprehensive critical thinking framework Over twenty-five "tools" to help you think more critically Critical thinking implementation for functions and activities Examples of the real-world use of each tool Learn what questions to ask, how to uncover the real problem to solve, and mistakes to avoid. Recognize assumptions you can rely on versus those without merit, and train your brain to tick through your mental toolbox to arrive at more innovative solutions. Critical thinking is the top skill on the wish list in the business world, and sharpening your ability can have profound effects throughout all facets of life. Think Smarter: Critical Thinking to Improve Problem-Solving and Decision-Making Skills provides a roadmap to more effective and productive thought.

### **The Art of Thinking Clearly**

The Business Skills Every Creative Needs! Remaining relevant as a creative professional takes more than creativity--you need to understand the language of business. The problem is that design school doesn't teach the strategic language that is now essential to getting your job done. Creative Strategy and the Business of Design fills that void and teaches left-brain business skills to right-brain creative thinkers. Inside, you'll learn about the business objectives and marketing decisions that drive your creative work. The curtain's been pulled away as marketing-speak and business jargon are translated into tools to help you: Understand client requests from a business perspective Build a strategic framework to inspire visual

concepts Increase your relevance in an evolving industry Redesign your portfolio to showcase strategic thinking Win new accounts and grow existing relationships You already have the creativity; now it's time to gain the business insight. Once you understand what the people across the table are thinking, you'll be able to think how they think to do what we do.

### **Creative Strategy and the Business of Design**

An updated edition of the international bestseller that distills into a single volume the fifty best decision-making models. Every day, we face the same questions: How do I make the right decision? How can I work more efficiently? And, on a more personal level, what do I want? This updated edition of the international bestseller distills into a single volume the fifty best decision-making models used in MBA courses, and elsewhere, that will help you tackle these important questions. In minutes you can become conversant with: The Long Tail • The Maslow Pyramids • SWOT Analysis • The Rubber Band Model • The Prisoner's Dilemma • Cognitive Dissonance • The Eisenhower Matrix • Conflict Resolution • Flow • The Personal Potential Trap • and many more. Stylish and compact, this little book is a powerful asset. Whether you need to plan a presentation, assess someone's business idea, or get to know yourself better, this unique guide—bursting with useful visual tools—will help you simplify any problem and make the best decision.

### **The Little Black Book of Decision Making**

THE BRAND GAP is the first book to present a unified theory of brand-building. Whereas most books on branding are weighted toward either a strategic or creative approach, this book shows how both ways of thinking can unite to produce a “charismatic brand”—a brand that customers feel is essential to their lives. In an entertaining two-hour read you’ll learn: • the new definition of brand • the five essential disciplines of brand-building • how branding is changing the dynamics of competition • the three most powerful questions to ask about any brand • why collaboration is the key to brand-building • how design determines a customer’s experience • how to test brand concepts quickly and cheaply • the importance of managing brands from the inside • 220-word brand glossary From the back cover: Not since McLuhan’s THE MEDIUM IS THE MESSAGE has a book compressed so many ideas into so few pages. Using the visual language of the boardroom, Neumeier presents the first unified theory of branding—a set of five disciplines to help companies bridge the gap between brand strategy and customer experience. Those with a grasp of branding will be inspired by the new perspectives they find here, and those who would like to understand it better will suddenly “get it.” This deceptively simple book offers everyone in the company access to “the most powerful business tool since the spreadsheet.”

### **Decisions**

Goal-Directed Decision Making: Computations and Neural Circuits examines the role of goal-directed choice. It begins with an examination of the computations performed by associated circuits, but then moves on to in-depth examinations on how goal-directed learning interacts with other forms of choice and response selection. This is the only book that embraces the multidisciplinary nature of this area of decision-making, integrating our knowledge of goal-directed decision-making from basic, computational, clinical, and ethology research into a single resource that is invaluable for neuroscientists, psychologists and computer scientists alike. The book presents discussions on the broader field of decision-making and how it has expanded to incorporate ideas related to flexible behaviors, such as cognitive control, economic choice, and Bayesian inference, as well as the influences that motivation, context and cues have on behavior and decision-making. Details the neural circuits functionally involved in goal-directed decision-making and the computations these circuits perform Discusses changes in goal-directed decision-making spurred by development and disorders, and within real-world applications, including social contexts and addiction Synthesizes neuroscience, psychology and computer science research to offer a unique perspective on the central and emerging issues in goal-directed decision-making

### **The Art of Decision Making**

How do you make your way in a world that is changing at an unprecedented rate? Why do we have less and less time? Why are some people unfaithful? How can our government act against threats before they happen? This book is about change - from the small and seemingly insignificant transitions in our day-to-day lives, to the big and almost incomprehensible shifts in human history. Drawing on expert advice and often complex theories, the authors of the bestselling The Decision Book present fifty simple and effective models to help us make sense of change in our world. Change is happening all around us, in every sphere from the personal and political to economics and the environment. In The Change Book you'll find models explaining the financial crisis, why biotechnology is the industry of the future and why cities are the new nations. Whether you're buying a new car, deciding who to vote for, or making an investment, this little black book will offer surprisingly simple explanations of our complicated world - and radically challenge some of your preconceived ideas.

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