



**Berrett-Koehler**  
Publishers

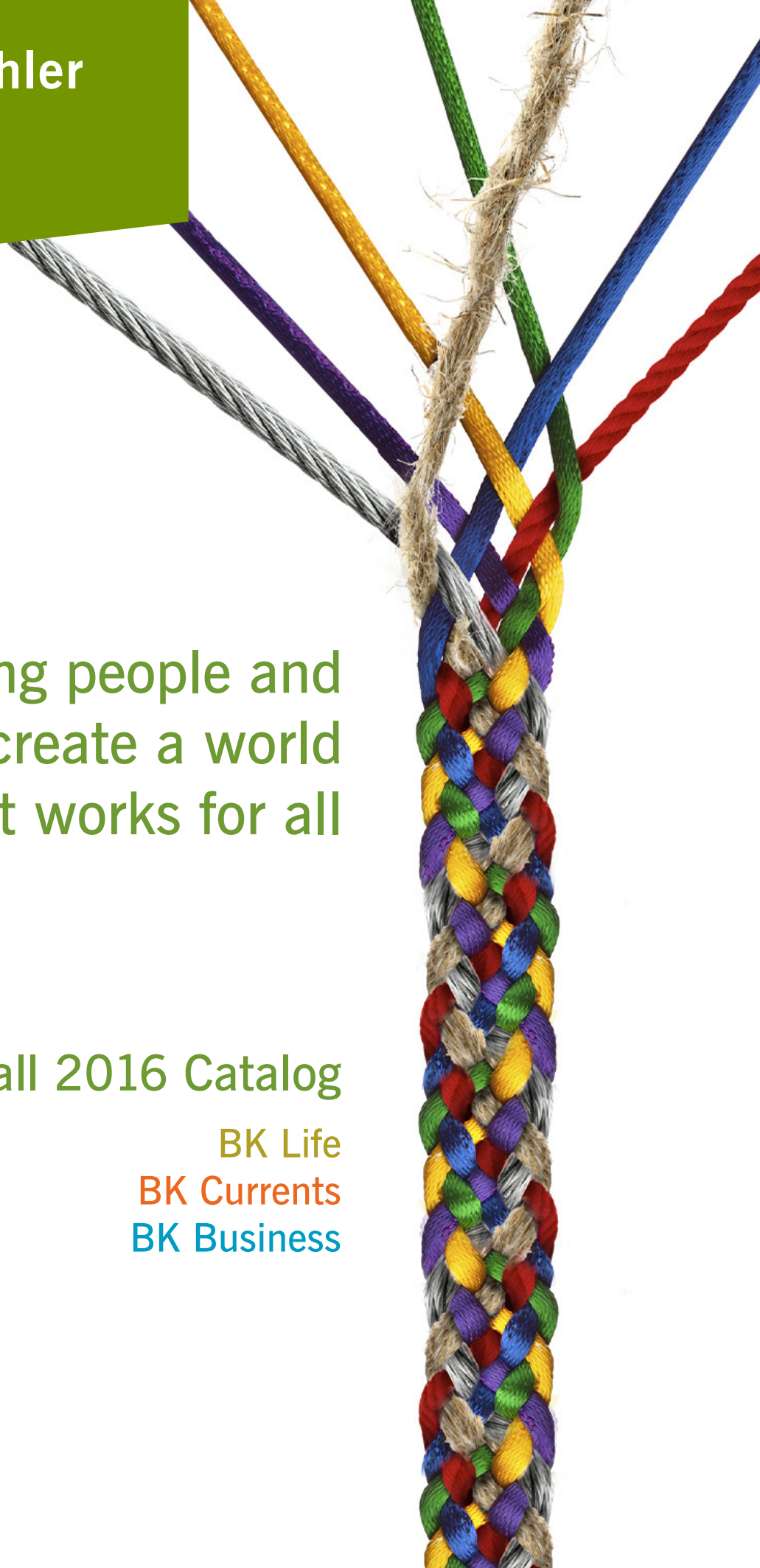
Connecting people and  
ideas to create a world  
that works for all

Fall 2016 Catalog

BK Life

BK Currents

BK Business





# Berrett-Koehler Publishers

Connecting People and Ideas to  
Create a World That Works for All

Dear Reader,

I love the profile of Berrett-Koehler Publishers in the magazine of the Independent Book Publishers Association—which is reproduced on pages 12–13 of this catalog—because it captures well many of the distinctive dimensions of our company.

One of these dimensions is that “the company sees its boundaries as very wide . . . all the groups working together to make the company succeed . . . authors, service providers, customers, shareholders, employees, publishing partners.”

We view all these groups as BK community members and as part of our company. If you belong to one of these groups, there are many ways for you to connect with our community and company:

- Subscribe for free to the *BK Communiqué*, which many people view as the best e-newsletter from any publisher because of its fun and interesting information about our publications as well as about the publishing and media worlds in general.
- Participate in conversations on many topics and enjoy the *BK Magazine* in the BK Community section of our website, [www.bkconnection.com](http://www.bkconnection.com), where you will also learn of great discounts and special offers.
- Take advantage of the BK Expert Directory to find experts and consultants in a wide range of fields related to change at the personal and organizational levels. See [www.bkconnection.com](http://www.bkconnection.com) for information.
- Get involved in programs (such as Leadership Exchanges and Experiential Exchanges) of the Berrett-Koehler Foundation, which is an independent nonprofit public charity that brings together diverse groups of young, emerging, and experienced leaders to learn and practice new, collaborative approaches to leadership. See [www.bkfoundation.org](http://www.bkfoundation.org) for details.
- Participate in a BK Marketing Workshop sponsored by the community of BK authors, now called Berrett-Koehler Authors, Inc., to get a crash course in using social media, publicity, speaking, special sales, and other marketing tools to promote your publications and business.
- Help us plan and prepare for celebrating in 2017 the 25th Anniversary of Berrett-Koehler's founding. If you are interested, please email me at [spiersanti@bkpub.com](mailto:spiersanti@bkpub.com).
- And participate in many other ways that BK community members are continually devising.

I hope that you, too, will view yourself as part of Berrett-Koehler and connect to our company and community in many ways.

*Steve*

Steven Piersanti  
President and Publisher

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Berrett-Koehler is both a B Corporation and a California Benefit Corporation—a certification and a for-profit legal status that require us to meet rigorous standards of social and environmental performance, accountability, and transparency.

Tiffany Jana and Matthew Freeman

# Overcoming Bias

## Building Authentic Relationships across Differences

Everybody's biased—even nice people like you. We all harbor unconscious assumptions about those who are different from us that get in the way of our good intentions and keep us from working together harmoniously and effectively. So in an increasingly diverse and globalized world, what does respecting difference actually require?

Tiffany Jana and Matthew Freeman argue that we need to focus our energy on identifying our deeply personal points of privilege and preference. Becoming aware of these hidden biases and learning how they arise from our histories and cloud our perceptions enables us to make genuine connections with others who aren't like us. And only by forging authentic relationships across differences such as race, religion, sex, ethnicity, sexual orientation, education, socioeconomic class, and ability will we ultimately break down social barriers and, in the process, greatly enrich our lives. Jana and Freeman are also a biracial couple, so they have some pretty deep experience with this issue.

*Overcoming Bias* uses vivid stories and fun (yes, fun!) exercises and activities to help us challenge our presuppositions and become open to encountering people, cultures, and ideas outside our usual comfort zone. This book will provide you with everything you need to understand bias, talk about it with increased fluency, and control and conquer it. In the end, Jana and Freeman's central message is that you are *not* the problem—but you *are* the solution.



**Tiffany Jana** is the founder and CEO of TMI Consulting. TMI's clients include the German Marshall Fund of the United States, the YMCA, the Robins Foundation, and Virginia Commonwealth University. She was named one of *Diversity Journal's* 2013 "Women Worth Watching" and was one of three finalists for the National Association of Women Business Owners' 2014, 2015, and 2016 Entrepreneur of the Year award.

**Matthew Freeman** is the cofounder and senior executive consultant at TMI Consulting. He has worked with groups including the National Institutes of Health, the Federal Reserve Bank of Richmond, Altria, and the US Congress.

### Contents

Introduction: Why Is Everybody Biased but Me?

1. What Is Bias and Why Does It Matter?
2. Start with You
3. In-Groups and Out-Groups
4. Check Your Privilege (and Your Ego)
5. Scan to Expand
6. Ask, Don't Assume
7. Listen, Don't Judge

Conclusion

Building Authentic  
Relationships Across Differences

# OVER- COMING BIAS

Tiffany Jana  
Matthew Freeman

- **Accessible approach to a tough topic:** Organizations of every kind need to deal with bias—Jana and Freeman offer a friendly, compassionate, nonjudgmental, and highly effective approach.
- **Unexpected conclusion:** Rather than suggesting policy changes and enormous system-wide solutions, the authors suggest a deeply individual solution—starting with yourself is the most powerful action you can take.

Publication date: November 2016

\$17.95, paperback

192 pages, 5½" x 8½"

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Digital audio ISBN 978-1-62656-729-0

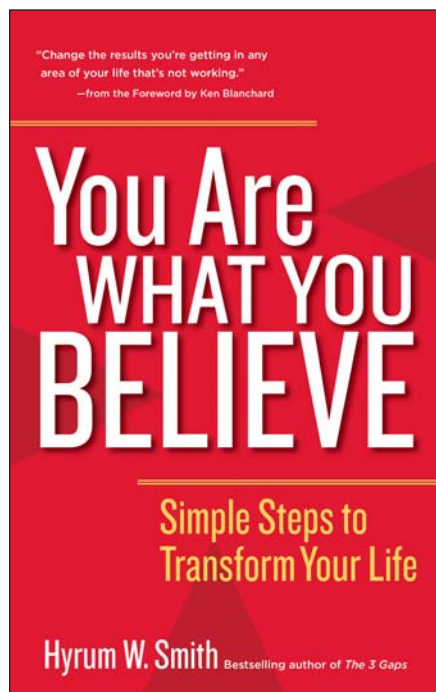
Business

Rights: world

Hyrum W. Smith

# You Are What You Believe

## Simple Steps to Transform Your Life



- **Bestselling author:** Hyrum Smith's previous books have sold close to 1 million copies.
- **Lasting change:** Smith gets at the heart of why we continue to act in ways that cause us pain and shows how we can change that once and for all.

**Publication date:** August 2016

**\$14.95, paperback**

**112 pages, 5½" x 8½"**

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**PDF ebook ISBN 978-1-62656-667-5**

**Digital audio ISBN 978-1-62656-855-6**

**Personal Growth**

**Rights: world**

"Read *You Are What You Believe* and change the results you're getting in an area of your life that's not working. Thanks, Hyrum, for sharing the simple truths inherent in your Reality Model. It will continue to make a difference in my life."

—from the foreword by Ken Blanchard, author of *The One Minute Manager*®

We all have times in our lives when the results of our behavior don't seem to be meeting our needs. These shortfalls may result in depression, anger, frustration, and relationship struggles, among a host of possible symptoms. It often seems difficult to see a clear path out of the problems. Even when we try to change our behavior, it doesn't stick—before we know it we're right back where we started.

In this new book, Hyrum Smith does two things that are invaluable to people who wish to make their lives less painful. First, he reveals, through a clear and simple model, how we get to the point where our behaviors cause these kinds of problems. Then, with a simplicity that is impressive in itself, he describes the steps we must take to identify and rectify the beliefs leading to our painful behavior.

Through the use of the Reality Model and the concept of the Belief Window, illustrated through humorous anecdotes and a powerful experience at a high school, Smith not only lays out the intellectual framework of his approach but draws you in emotionally as well. When you are done, you will agree with him that the solution to our problems is simple. It's not easy, but it is simple.

The result is a powerful process for transforming your habits and relationships and achieving lasting personal and career success.



**Hyrum W. Smith** is a distinguished author, speaker, and businessman. He is the cofounder and former chairman and CEO of Franklin Covey and the cofounder of 3Gaps, a personal and organizational training company. He is also the author of several nationally acclaimed books, including *The 10 Natural Laws of Successful Time and Life Management*, *What Matters Most*, and *The 3 Gaps*.

### Contents

Foreword by Ken Blanchard

Preface

Introduction: The Reality Model Promise

1. Behavior Change
2. The Reality Model
3. Teaching the Reality Model
4. Applying the Reality Model
5. Using the Reality Model
6. Organizational Application
7. Power in the Reality Model
8. Inner Peace



Jackie Huba with Shelly Stewart Kronbergs

# Fiercely You

## Be Fabulous and Confident by Thinking Like a Drag Queen

Everyone wants to be fabulous. But too often we let fear and self-doubt derail us from pursuing our passions and accomplishing our biggest goals. This was the situation Jackie Huba found herself in. And then, at the lowest point in her life she serendipitously stumbled upon the wonderful world of drag queens, and to her surprise, she found it inspiring and energizing. Drag queens, she discovered, were supremely confident, utterly fearless, strong, powerful, and unabashedly and completely *themselves*—no apologies, no compromises. So she immersed herself in the world of drag, eventually becoming a female drag queen herself: Lady Trinity.

*Fiercely You* is a creative, playful approach to the serious problems that women face regarding confidence and risk taking. Drawing on her own experiences and interviews with the world's top drag queens, Huba offers five Keys to Fierce that will help readers find the courage to ignore criticism and live the life they truly *want* to live every day—no wigs or stilettos required. Huba warmly invites readers to join a community of women who support and empower each other while learning about boldness and bravery from the best in the business.

This is not a guide to drag; it's a guide to life—but in a sense, all life is drag. As RuPaul, the most famous drag queen in the world, says, "We're born naked, and the rest is drag." Huba and her coauthor, Shelly Stewart Kronbergs—who explains the psychological research that supports each of Huba's Keys—help readers bring to life the amazing person they see inside their heads and feel in their hearts.



**Jackie Huba** is the author of three books, including *Monster Loyalty: How Lady Gaga Turns Followers into Fanatics*. She's worked with top brands such as Whirlpool, Disney, American Express, and Discovery Communications to help them create more loyalty in their customer base. Huba is a Forbes.com contributor, and her work has frequently been featured in the *Wall Street Journal*, the *New York Times*, and *Businessweek*.

**Shelly Stewart Kronbergs** is a licensed marriage and family therapy associate in private practice.

### Contents

Introduction: Setting Sail for the Queendom

#### Part One: Why Fierce Matters

The Need for Fierce

Learn from the Queens of Fierce  
An Invitation to Be Fiercely You

#### Part Two: The Keys to Fierce

The First Key: Create Your Own Drag Persona

The Second Key: Always Look Sickening in Everyday Drag

The Third Key: Strike a Pose and Embody Your Power

The Fourth Key: Tell Your Critics to Sashay Away

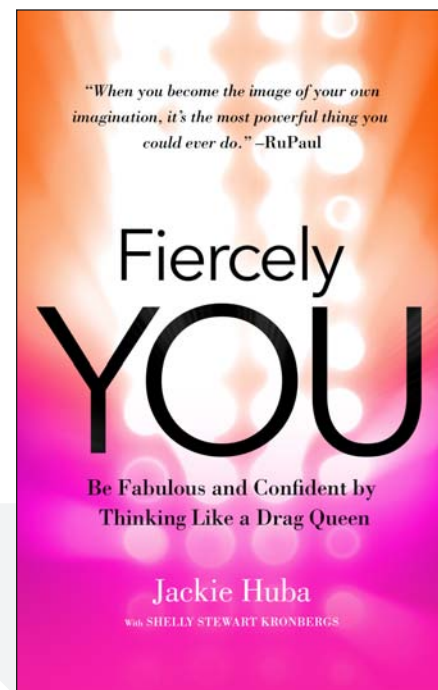
The Fifth Key: You Better Werk!

Conclusion: Living Fiercely Every Day

Epilogue: Doing Drag on a TED Stage

A Drag Primer: Know Your Herstory

Glossary of Drag Terms



- **Fun take on a serious subject:** This is a creative, playful approach to helping women overcome their lack of self-confidence and aversion to risk taking.
- **Concrete strategies:** The book outlines five strategies for becoming as fearless and fabulous as drag queens—even if you never touch a sequin.

**Publication date:** August 2016

**\$18.95, paperback**

**240 pages, 5½" x 8½"**

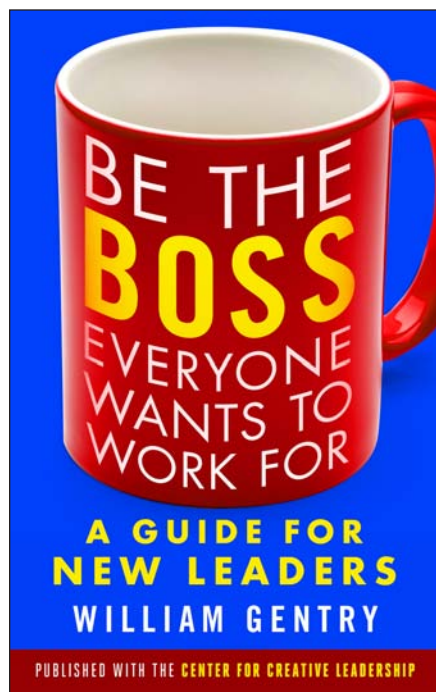
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**Personal Growth**

**Rights: world**



- **Prestigious copublisher:** Founded in 1970, the Center for Creative Leadership is a top-ranked global provider of executive education—Gentry is a senior research scientist and director there.
- **Think like a leader:** No other book identifies the fundamental shift in perspective—from “me” to “we”—that research shows is the foundation for every leader’s success.

**Publication date:** August 2016

**\$19.95, paperback**

**224 pages, 5½" x 8½"**

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**Digital audio ISBN 978-1-62656-893-8**

**Business**

**Rights: world**

William Gentry

# Be the Boss Everyone Wants to Work For

## A Guide for New Leaders

Published with the Center for Creative Leadership

Becoming a leader for the first time is one of the biggest and most stressful psychological and emotional shifts you will ever experience. You’re suddenly given an important job that has almost nothing in common with what you’ve been trained to do. It’s as though, at the age of fifteen, your parents said “You ride a bike so well you might as well take the car” and handed you the keys. Cool, but what now?

William Gentry feels your pain. He was happy as a senior research scientist at the Center for Creative Leadership—and then he was promoted to his first leadership role. So this book doesn’t just draw on his years of studying and training new leaders—it’s personal. And his singular insight? New leaders must flip their scripts.

We all have scripts that tell us how things are supposed to be. As a worker, your script is all about “me”: your individual contribution. But when you become a boss, you must focus on your group: flip that script from “me” to “we.” This means flipping pretty much everything else—your mindset, your skillset, your work relationships, your “do it all” attitude, your view of the organization, and more.

Gentry walks you through each of six flips, offering practical, research-based advice and examples drawn from his work at CCL. But this book is more than a series of best practices—it’s your guide to internalizing a leader’s perspective. Gentry helps you flip your script so you’ll know what to do to help yourself and the team you lead succeed. That’s the kind of boss everyone wants to work for—and the kind of boss who accomplishes the most.



**William A. Gentry, PhD**, is a senior research scientist and a director at the Center for Creative Leadership, a top-ranked global provider of executive education that serves more than 20,000 individuals and 2,000 organizations across the public, private, nonprofit, and education sectors, including more than eighty of the Fortune 100 companies. He is also an adjunct assistant professor at several colleges and universities.

## Contents

Introduction: The Biggest First in Your Professional Career

1. Flip Your Script So You Won’t Flop as a Boss
2. Flip Your Mindset
3. Flip Your Skillset
4. Flip Your Relationships
5. Flip Your “Do It All” Attitude
6. Flip Your Perspective
7. Flip Your Focus
8. Stick with Your Flipped Script

Joe Solmonese

Foreword by Judy Shepard, President,  
Matthew Shepard Foundation

# The Gift of Anger

## Use Passion to Build Not Destroy

"Joe's stories in this book and the lessons he learned come right from the heart of an historic moment of social change in this country. They'll inspire you to think differently about the change you seek to make in your life and in the world."

—Senator Joe Lieberman

Under Joe Solmonese's leadership, the Human Rights Campaign became the model other organizations look toward to create effective social and political change. Against daunting odds, HRC was instrumental in passing landmark national legislation such as the Matthew Shepard and James Byrd, Jr., Hate Crimes Prevention Act; the repeal of "Don't Ask, Don't Tell"; and the passage of marriage equality in eight states. How did Solmonese and HRC do it?

What Solmonese reveals in this book is that for him the key to success was learning to harness his anger. Channeled, it can keep you moving forward on a long journey. But uncontrolled, it can blow everything up.

With this as his guiding principle, Solmonese uses stories from his work with HRC and his previous position as CEO of the powerful women's organization Emily's List to share a series of often-surprising lessons. For example, empathize with your enemies instead of shaming them, find allies wherever you can, and ask for the doable, not the impossible (even when the "impossible" is your ultimate goal). Most striking in this book are the stories of Solmonese's ability to draw some kind of win—however small—from seeming adversaries.

But at every step of the way he emphasizes the importance of managing the yin-yang tension of anger. Particularly when dealing with irrational and offensive attitudes, the temptation is ever-present to give in to righteous indignation. While it's fine to feel it, Solmonese's advice is to always be strategic with your outrage.

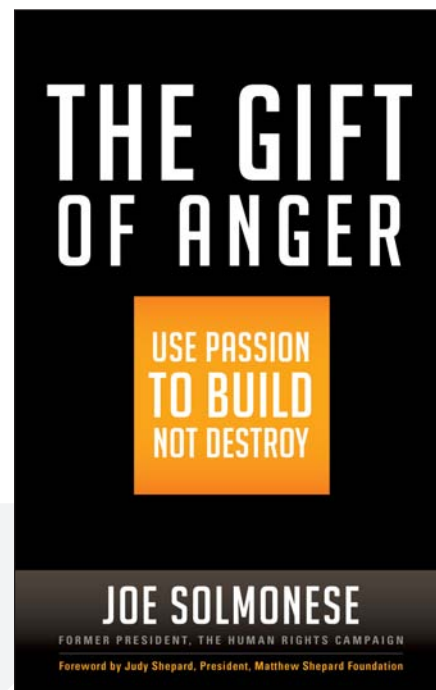


**Joe Solmonese** is currently the managing director and founding partner of Gavin/Solmonese and leads the firm's Washington, DC, office. He served for seven years as the president of the Human Rights Campaign, and prior to that he worked for Emily's List for thirteen years, the last two as CEO.

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Foreword by Judy Shepard

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| 1. Our Anger Problem            | 6. How to Ask for Anything—<br>and Get It |
| 2. Channeling Anger into Action | 7. The Sheer Will Strategy                |
| 3. Finding Common Ground        | 8. Sacrifice vs. Compromise               |
| 4. Be a Mindful Listener        | 9. Working Together toward Hope           |
| 5. Overcoming Differences       |   |



- **Veteran activist author:** Solmonese has been in the trenches for years, leading the largest LGBT rights organization and one of the largest feminist advocacy groups in the country and achieving a series of significant legislative victories.
- **Secret of success:** Solmonese helps activists take the justifiable anger they feel at injustice and use it strategically so that it fuels their efforts instead of burning them out.

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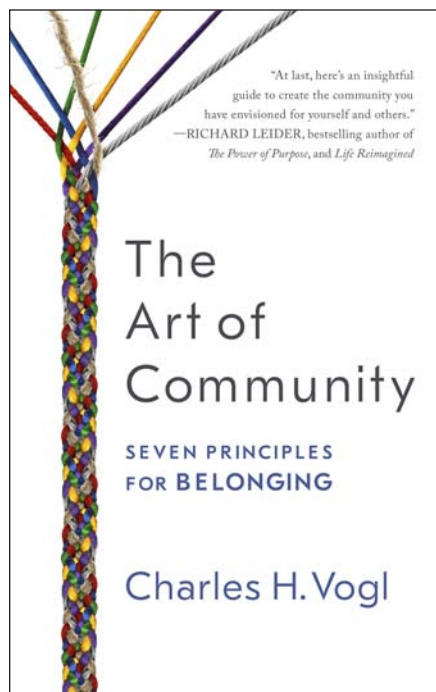
**Current Affairs**

**Rights: world**

Charles H. Vogl

# The Art of Community

## Seven Principles for Belonging



We all want to belong to strong and supportive communities. But can communities be built, or must they arise spontaneously? Won't intervening in the process destroy it? No, says Charles Vogl.

Both in his career and as a personal quest, Vogl has been deeply invested in understanding what it takes to bring and keep people together. He's discovered that while community can't be forced, it can be actively encouraged and nurtured.

Drawing on 3,000 years of history, Vogl lays out seven time-tested principles that every leader can apply to grow enduring, effective, and supportive communities. They are distilled from spiritual traditions, since major religions have built highly diverse communities that have lasted for centuries. Vogl has secularized and universalized these principles so they can enrich a wide array of communities—formal or informal, physical or virtual, and centered on any shared interest.

Vogl describes each principle's purpose and provides extensive hands-on tools for creatively adapting them to the style, needs, and inclinations of your particular group. He also helps leaders ensure that their communities remain healthy and life affirming and do not degenerate into rigid cults. This is a guide to bringing friendship, connection, and support to where there had been loneliness, separation, and isolation.

- **Widespread need:** Organizations of every kind—businesses, nonprofits, community groups, and more—as well as individuals with an interest or passion they want to share all have a strong desire to create community.
- **Practical principles:** Drawing on ancient traditions, Vogl offers seven practical principles for building community, with advice and tools for implementing each one.



**Charles H. Vogl** has been working to build communities since his days as a Peace Corps volunteer in Zambia. He now works with leaders in tech, finance, media, government, and social change organizations to help them create effective change. He is also a founding producer at Broken English Productions, creating work that has won several international awards, including the Amnesty International Movies That Matter Award. He is a regular guest lecturer at his alma mater, Yale.

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#### Part 1: Understanding Community

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#### Part 2: Ancient Principles

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3. Initiation
4. Rituals
5. Temple
6. Stories
7. Symbols
8. Inner Rings

#### Part 3: Advanced Ideas

9. Distinguishing Religion and Avoiding Cult
10. Wisdom on Managing Community and Online Application

Epilogue: Endings and Beginnings

Example Community Worksheets

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Current Affairs

Rights: world



Timothy R. Clark

# Leading with Character and Competence

## Moving beyond Title, Position, and Authority

"Leadership is an applied discipline, not a foamy concept to muse about," says three-time CEO, Oxford-trained scholar, and consultant Timothy R. Clark. "In fact, it's the most important applied discipline in the world." The success of any organization can be traced directly to leadership. And leadership can be learned. But too many books and development programs focus exclusively on skills.

In reality, performance and ultimate credibility are based on a combination of character and competence. As Clark puts it, character is the core and competence the crust. He shows how greatness emerges from a powerful combination of the two, although in the end character is more important. A leader with character but no competence will be ineffective, while a leader with competence but no character is dangerous.

Clark spotlights the four most important components of character and competence and offers a series of eloquent, inspiring, and actionable reflections on what's needed to build each one. Fundamentally, he sees leadership as influence—leaders influence people "to climb, stretch, and become." You need character to influence positively and competence to influence effectively.

This is a book for anyone, no matter where he or she is on the organization chart. Because today employees at all levels are being asked to step up, not only *can* everyone be a leader, everyone *has* to be. Clark's insights are profound, and his passion is infectious. "Leadership" he writes, "is the most engaging, inspiring, and deeply satisfying activity known to humankind. Through leadership we have the opportunity to progress, overcome adversity, change lives, and bless the race."



**Timothy R. Clark** is the founder and CEO of LeaderFactor, a consulting and training organization that focuses on leadership development, change management, and strategic agility. He is also the cofounder of BlueEQ, which provides emotional intelligence online assessment and training. He is the author of three books and more than one hundred articles. His clients include American Express, Disney, the FBI, Genentech, Intel, Lockheed Martin, Microsoft, NASA, and Stanford University.

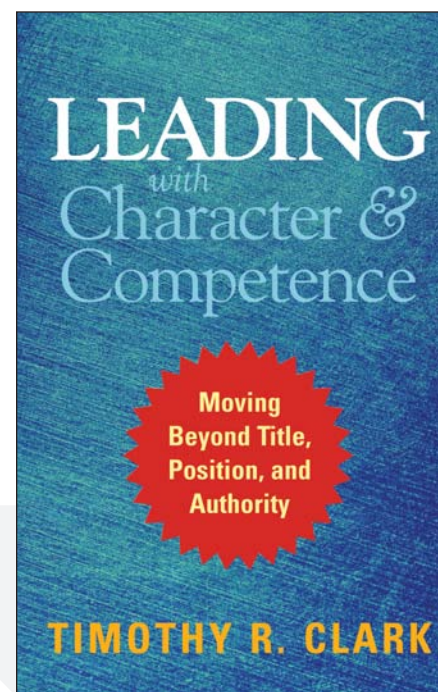
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#### Part One: The Four Cornerstones of Character

1. First Cornerstone: Integrity
2. Second Cornerstone: Humility
3. Third Cornerstone: Accountability
4. Fourth Cornerstone: Courage

#### Part Two: The Four Cornerstones of Competence

5. First Cornerstone: Learning
6. Second Cornerstone: Change
7. Third Cornerstone: Judgment
8. Fourth Cornerstone: Vision



- **A 360-degree view of leadership:** Clark addresses a gap in current leadership programs that focus entirely on skill development and neglect character—you have to have both, and character is arguably more important.
- **Entertaining, enlightening, and encouraging:** Each chapter unfolds in a series of concise, thought-provoking reflections and observations that make it clear leadership is something anyone can and should aspire to.

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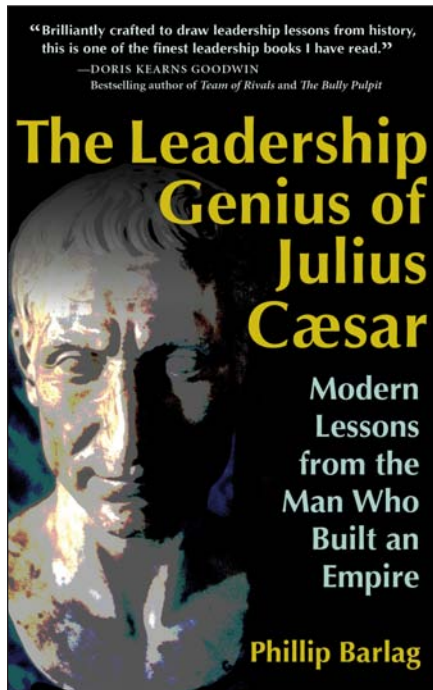
Business

Rights: world

Phillip Barlag

# The Leadership Genius of Julius Caesar

## Modern Lessons from the Man Who Built an Empire



- **Learn from a legend:** Caesar is considered to be one of the greatest leaders of all time, and yet his leadership style, and what it can teach modern leaders, has not been explored until now.
- **Rome still fascinates:** Ancient Rome remains a popular topic, as sales of Mary Beard's *SPQR* and Robert Harris's *Dictator* (in which Caesar is a central figure) show.

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\$24.95, hardcover

216 pages, 6" x 9"

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Business

Rights: world

"Brilliantly crafted to draw leadership lessons from history, this is one of the finest leadership books I have read."

—Doris Kearns Goodwin, bestselling author of *Team of Rivals* and *The Bully Pulpit*

Leaders are always trying to get better, which is why there is an enormous and growing collection of literature offering the latest leadership paradigm or process. But sometimes the best way to move forward is to look back. Phillip Barlag shows us that Julius Caesar is one of the most compelling leaders of the past to study—a man whose approach was surprisingly modern and extraordinarily effective.

History is littered with leaders hopelessly out of touch with their people and ruthlessly pursuing their own ambitions or hedonistic whims. But Caesar, who rose from impoverished beginnings, proved by his words and deeds that he never saw himself as being above the average Roman citizen. And he had an amazing ability to generate loyalty, to turn enemies into allies and allies into devoted followers.

Barlag uses dramatic and colorful incidents from Caesar's career—being held hostage by pirates, charging headlong alone into enemy lines, pardoning people he knew wanted him dead—to illustrate what Caesar can teach leaders today. Central to Barlag's argument is the distinction between force and power. Caesar avoided using brute force on his followers, understanding that fear never generates genuine loyalty. He exercised a power deeply rooted in his demonstrated personal integrity and his intuitive understanding of people's deepest needs and motivations. His supporters followed him because they *wanted* to, not because they were compelled to. Over 2,000 years after Caesar's death, this is still the kind of loyalty every leader wants to inspire. Barlag shows how anyone can learn to lead like Caesar.



**Phillip Barlag** is an executive director at World 50, which initiates and facilitates the most interesting and influential business conversations in the world. His writing has been published in *Fast Company*, *MIT Sloan Management Review*, and a number of influential business blogs.

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1. Stare Down a Mutiny Armed with Nothing but Your Ability as a Leader
2. Lead from the Front
3. Defy Convention
4. Bet on Yourself
5. Motivate a Finicky Organization
6. Co-opt the Power of Others
7. Pre-empt Your Adversaries
8. Beware the Ides of March

Andrew Behar

# The Shareholder Action Guide

## Unleash Your Hidden Powers to Hold Corporations Accountable

Corporations are the most powerful organizations on the planet. Unfortunately, they don't always use that power wisely. But because they're beholden to their shareholders if you have stock—or even shares in a mutual fund or a 401(K)—you can hold them accountable. Large institutional investors have been doing this for years, and shareholder advocate Andrew Behar shows how individuals can do it too!

You don't have to attend a shareholder meeting to have a voice. If you own a single share of stock, Behar shows how easy it is to use your proxy voting rights to weigh in on corporate policies via email, online, or by phone. And if you own a minimum of just \$2,000 worth of stock, you can file a shareholder resolution or directly address the board of directors—Behar walks you through each process.

If your investments are in your workplace-sponsored 401(k) or a mutual fund, Behar explains how you can identify which funds include corporations that engage in harmful practices and work with your plan administrator or fund manager to align your investments with your values. If this happens often enough, fund managers will start seeing these corporations as liabilities and remove them from the fund holdings—and the corporations will get the message.

Illustrated with inspiring stories of individuals who have gone up against corporate Goliaths and won, this book is designed to inform, inspire, and instruct investors about how to exercise their power to change the world.



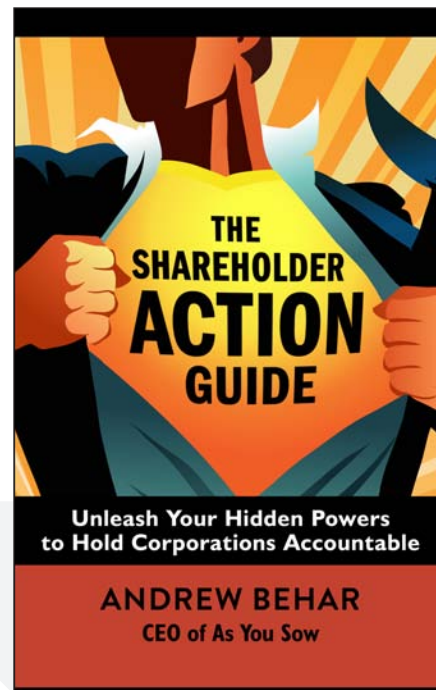
**Andrew Behar** is a lifelong environmental advocate as well as the founder of a clean-technology start-up that developed innovative fuel-cell technologies for grid-scale energy storage. Since 2010, he has been CEO of As You Sow, a nonprofit organization dedicated to increasing environmental and social corporate responsibility. Founded in 1992, As You Sow envisions a safe, just, and sustainable world in which environmental health and human rights are central to corporate decision making.

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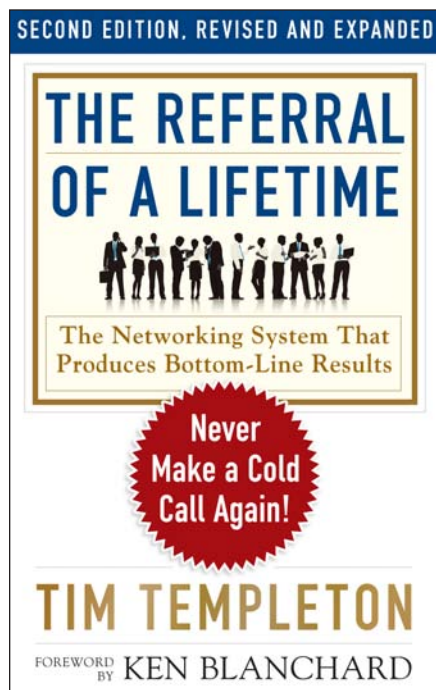


Tim Templeton

Foreword by Ken Blanchard

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Nobody likes cold calls. And nobody really needs to make them. *The Referral of a Lifetime* teaches a step-by-step system that will allow anyone to generate a steady stream of new business through consistent, qualified referrals from existing customers, colleagues, and friends while retaining and maximizing business with existing customers.

Through an entertaining fictional story, Tim Templeton emphasizes the importance of applying the golden rule in business—putting the relationship with the customer first, rather than just making the sale. This is the foundation on which his system is built, and it's not something you can fake. But simply treating people well isn't enough. Templeton offers a proven system that allows you to highlight your body of work and authenticity and then proactively reach out to customers to make sure they refer you to others.

In this completely updated and expanded edition, Templeton unpacks the concept of the Perfect Client Avatar, a detailed profile of your ideal client that you share with your best clients so they know whom to refer to you. And he adds a new dimension to his process: social proof, an important by-product of social media. Studies have shown that recommendations from other people are the most persuasive way to “prove” your trustworthiness. Templeton explains how to reach the tipping point on online reviews, testimonials, and case studies of satisfied clients so you can expand your business 24/7. You'll be adding clients while you sleep!

Your customers, colleagues, and friends already know every new contact you will ever need to succeed. When you apply Tim Templeton's system, they will naturally refer those potential new customers to you.



**Tim Templeton** is a speaker, coach, and consultant and is CEO of Consulting Gold, a company that helps clients increase revenue and profitability by implementing the high-touch–high-tech processes of its referral system and selected partners. Formerly, he was CEO of MasterTrack International Inc., where he shared his message and systematic client acquisition processes for entrepreneurs, professionals, and companies in multiple countries.

### Contents

Foreword by Ken Blanchard

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9. The Referral of a Lifetime



C. Otto Scharmer  
Foreword by Peter Senge

# Theory U

## Leading from the Future as It Emerges, Second Edition

Ten years ago, Otto Scharmer invited us to see the world in new ways and in so doing discover a revolutionary approach to leadership. Now Scharmer has revised, updated, streamlined, and enhanced his seminal text.

In *Theory U*, Scharmer shows that what we pay attention to and how we pay attention are key to what we create. What prevents us from attending to situations more effectively is that we aren't fully aware of and in touch with the inner place from which attention and intention originate. This is what Scharmer calls our blind spot. By moving through Scharmer's U process, we consciously access the blind spot and learn to connect to our authentic self—the deepest source of knowledge and inspiration—in the realm of “presencing,” a term coined by Scharmer that combines the concepts of presence and sensing.

This second edition features a new preface in which Scharmer identifies five transformational social trends he's seen emerge in the past decade and describes how practitioners around the world have adapted and applied the U process to an amazingly diverse number of innovation projects in business, government, and civil society. There are also eight color pages of drawings by artist Kely Bird that illustrate and illuminate the concepts in the book and new resources for applying its lessons. *Theory U* offers a rich diversity of compelling stories, examples, exercises, and practices that allow leaders and entire organizations to shift awareness, connect with the best future possibility, and gain the ability to realize it.



**C. Otto Scharmer** is a senior lecturer at the Massachusetts Institute of Technology and the founding chair of the Presencing Institute. He is faculty chair of MIT's IDEAS program; visiting professor at Tsinghua University, Beijing; and a cofounder of the Global Wellbeing and Gross National Happiness Lab, which links innovators from Bhutan, India, China, Brazil, Europe, and the United States to prototype profound innovations in government, business, education, and civil society. He is the coauthor of *Leading from the Emerging Future* and *Presence*.

### Praise for the First Edition

“Scharmer's Theory U model of how to open our mind, emotions, and will to moments of discovery and mutual understanding is profound and much needed.”

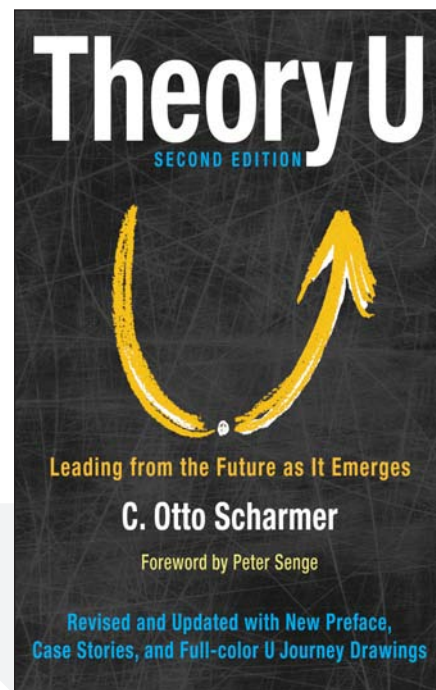
—Edgar Schein, Sloan Fellows Professor of Management Emeritus,  
MIT Sloan School of Management

“The impact of the Theory U method on our organization is remarkable, but even more important is the amazing personal growth many leaders have experienced. Scharmer's work has allowed them to experience a new approach to the world.”

—Marcia Marsh, Chief Operating Officer, World Wildlife Fund

“This book is an inspiration. It gives definition to the mystery of the creative process.”

—Eileen Fisher, founder and Chief Creative Officer, Eileen Fisher Inc.



- **New and updated:** This second edition includes all-new material about how Theory U has been applied in various industries as well as new case studies, examples, resources, and a special eight-page color insert that illustrates the core principles.
- **Bestseller around the world:** The first edition sold over 65,000 copies and has been translated into eleven languages.

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# Walking the Talk

by *Darhiana Téllez*

This article was originally published in the April 2016 issue of IBPA Independent, the monthly print magazine of the Independent Book Publishers Association. To request a subscription to the magazine, email [info@ibpa-online.org](mailto:info@ibpa-online.org).

As founder and president of Berrett-Koehler Publishers in Oakland, California, Steven Piersanti defines success as congruence. He seeks a sense of synchronicity between ideas and practices as well as between intention and reality in terms of the press's relationship with authors, service providers, sales partners, and employees. Piersanti also strives for congruence between the ideas in the books the press chooses to publish—which tend to focus on helping readers become agents of change in their personal, organizational, and social lives—and how the company is managed.

Such congruence may seem like a tall order, but Berrett-Koehler has been walking the talk since it was founded in 1992 as an “act of hopeful defiance.” The story of its inception is legendary in indie publishing circles. In 1991, Piersanti was leading Jossey-Bass, located in California with corporate ownership based in New York. Even though the company was doing well, corporate headquarters ordered Piersanti to lay off more than 10 percent of the staff. Piersanti refused and was fired himself as a result of his defiance. As word got out, Piersanti was flooded with calls from outraged authors and suppliers, encouraging Piersanti to start his own company. And so he did.

## The Berrett-Koehler Way

Given the impetus behind the creation of Berrett-Koehler, it's no surprise that Piersanti would remain fiercely independent over the years. “Much of what is distinctive, special, and valuable about a company [that gets acquired] is swallowed when it gets integrated into the new, big publishing company,” he says.

So what is it about this little-press-that-could that allowed it to evolve into such a well-respected powerhouse in the indie publishing community? For one, there's the unapologetic ambition to not just publish books but to make a real difference in the world. Its mission, “Connecting people and ideas to create a world that works for all,” speaks to this sense of purpose.

“We seek to eat our own cooking,” Piersanti says. “We try to learn from the books we publish. We try to put into practice in our own company a lot of the concepts, precepts, and practices that are talked about in our books.”

Another distinctive trait of Berrett-Koehler is its commitment to the concept of stewardship. “We need to operate a publishing company in the interest of all stakeholder groups: our authors, employees, suppliers, service providers, the communities in which we operate, our shareholders, the environment,” he describes. “All the different groups that are creating value in a company need to be part of the equation in terms of making decisions and defining the purpose of the company. The rewards that come about as a result also need to be balanced across all groups.”

This collaborative philosophy means that the company sees its boundaries as very wide. “Some people draw a company's boundaries around just the owners or employees. We draw the boundaries as all the groups working together to make the company succeed. This includes authors, service providers, customers, shareholders, employees, publishing partners. We try to connect and involve these many groups of people in many ways.”

An example of how the publisher attempts to bring together this rich tapestry of perspectives and priorities is through its strategic-planning process. More than 100 people representing the various stakeholder groups convene for a two-day process to develop its strategic plan for the next few years. “We do tweaks of our strategic plan each year and a full revision every three to five years,” Piersanti says. Berrett-Koehler also likes to involve its communities in constant dialogue. “A lot of times, when we're considering things, we send out surveys to broad ranges of our community.”

## Author-Friendly Approach

Perhaps one of the most innovative ways in which Berrett-Koehler stands out in the marketplace is through its approach to working with authors, evidenced by its Bill of Rights and Responsibilities for BK Authors document. “Many authors feel that they're treated like nuisances by publishing companies. They feel that a publishing company signs a contract with them and acts like they own them,” Piersanti says. “We're trying to make it more of a balanced partnership between

the publisher and the author, where both sides are working together in a more egalitarian way to make the book successful.”

Six to eight months prior to launching a book, Berrett-Koehler invites the author to its offices for an “Author Day.” During this day, authors are presented with the opportunity to meet and collaborate with the different staff members across the publishing process from cover design to sales and marketing. Together, they develop a plan for how they’re going to make sure the book is successful. The press publishes 30 to 35 new books, and 5 to 10 new editions of books, per year and hosts an Author Day for every new book.

Berrett-Koehler also has a very unique publication agreement in place which includes a clause granting the author the right to terminate the publication agreement after the book is published if, for any reason, the author is not satisfied with the publisher’s performance in any aspect of publishing and selling the book. “I don’t know any other publisher that has this kind of agreement in place,” Piersanti says. “We’re basically giving the power back to the authors and making the publisher responsible for really performing well.”

## **A Greater Purpose**

As the recipient of the prestigious Champion of Workplace Learning and Performance Award from the Association for Talent Development, Piersanti has earned accolades for his innovative approach to leadership. His company also earned the Organizational Excellence

in OD Award from the Organization Development Network. Piersanti encourages other publishers to adopt a more collaborative management style where everyone is viewed as a leader in the organization. “The focus should be on service—serving employees, serving stakeholders—instead of self-interest. There needs to be diversity and inclusion instead of exclusion or privilege.”

More than two decades after Piersanti made the decision to launch his own, decidedly different publishing company, he can look back with pride at Berrett-Koehler’s still unfolding story of success, collaboration, fairness, and impact. “Our biggest accomplishment has been staying true to the values, mission, and purpose of Berrett-Koehler, even as we’ve gone through challenging times in the industry,” he says.

Though Piersanti speaks out candidly about the many challenges facing indie publishers in today’s tumultuous landscape (from oversaturation of the marketplace to shrinking book sales), the rewards of working in this industry are hard to beat. “There aren’t a lot of professions that one can go into where one can make a bigger difference in the world. We can have an impact on what people learn, how they think and do things, what ideas they are exposed to,” he says. “The appeal of the position is the tremendous impact one can have in people’s lives, in society, in our understanding of the world.”



***Berrett-Koehler’s president shares what makes his company tick***

## New Collections, New Partner for BKpedia!

Berrett-Koehler's digital subscription service, BKpedia, just keeps getting better. BKpedia gives users immediate, multidevice access to ebooks by some of the most important thought leaders in the world. It draws on our own publications as well as those from our partners: AMACOM, the Center for Creative Leadership, and our newest content partner, New World Library.

BKpedia is organized by expert curators into thematic collections, so users can find exactly what they need quickly and easily. Our *Advances in Management and Leadership* collection is curated by Steve Cady of Bowling Green University (a coeditor of our book *The Change Handbook*) and organizational consultant Zac Shoup. Our *Organizational Change and Innovation* collection is curated by Elaine Biech, president of ebb associates and the author or collection editor of over sixty books, including *The ASTD Leadership Handbook*. And now we're adding two new collections: Professional and Personal Development and Economic Justice.

### Announcing the Professional and Personal Development Collection

The Professional and Personal Development collection spans the theoretical to the very practical, providing insight on developing and honing the mindsets, strategies, and skills needed to operate effectively in today's fast-paced global marketplace. It encompasses the multifaceted dimensions of personal development and effectiveness, including time management, goal setting, coaching, networking, charting career paths, understanding and working with diverse personality styles, coping with stress, and much more.

The lead curator is Maren Showkeir, who with her late husband, Jamie, cowrote two BK books: *Authentic Conversations* and *Yoga Wisdom at Work*. Maren worked for more than twenty years as an editor and reporter at major newspapers and in 2005 joined the consultancy henning-showkeir & associates, inc., as a managing partner.

### And the Economic Justice Collection

The Economic Justice collection focuses on economic fairness—how the economy impacts the well-being of communities and how economic outcomes are distributed, resulting in more or less fairness. It contains extensive literature on how to define and measure fairness and moral frameworks for justice in the economic realm.

Michel Gelobter is the lead curator, and he's also the author of the recent BK book *Lean Startups for Social Change*. Michel has worked in the field of economic and social justice his whole life. He wrote the first master's and doctoral theses on environmental justice and was the founding director of Columbia University's Program on Environmental Policy. He served as president of Redefining Progress, the United States' leading sustainability policy institute, and is a serial social entrepreneur. He's joined by cocurator Lauren Gifford, a doctoral student and graduate instructor in geography at the University of Colorado at Boulder, whose work looks at the intersection of global climate change policy, conservation, markets, and justice.

### Welcome, New World Library!

We're pleased to be adding books from fellow Bay Area publisher New World Library to BKpedia. We at BK have always felt a kinship with the company because, like us, it has an inspiring and ambitious goal: "personal and planetary transformation—awakening both individual consciousness and global social potential by publishing inspirational and practical materials in spirituality, personal growth, and other related areas."

We anticipate that New World Library titles will be particularly prominent in BKpedia's Professional and Personal Development collection.

We're actively working on recruiting more content partners, and we have other collections in the planning stages. The best place to keep up with new BKpedia developments is, of course, online: [www.bkpedia.com](http://www.bkpedia.com).





## It's Official: We're Growing Fast!

Twenty years old is a fairly ripe age for an independent publisher, whose life spans are usually more like mayflies'. But not only are we not dead yet, we're still growing!

In March, *Publishers Weekly*, the trade magazine of the publishing industry, named Berrett-Koehler one of the seven fastest-growing independent publishers in the country. Our sales grew 11 percent from 2013 to 2015. How did we manage to pull this off at our advanced age?

Digital sales were a big part of it—they grew 18.8 percent, making up 20 percent of our total. Expanding the number of our digital distributors certainly helped there. We went from fifty distributors in 2013 to seventy-five in 2015. And we started publishing our own digital audio versions of our books in 2015 (which are also available on CD from our partner Dreamscape Media), creating another revenue stream.

But let's not forget about print! Ink-and-paper sales were up 12.8 percent in 2015, due in part to our partnership with AARP, which helped market two books by Richard Leider: the third edition of *The Power of Purpose*, and *Work Reimagined* (coauthored by his longtime collaborator David Shapiro). In addition, *The Power of Purpose with Richard Leider* was a PBS special that aired in 115 cities.

And we also got substantial contributions from some of our perennial bestsellers, like Brian Tracy's *Eat That Frog!* and the Arbing Institute's *Leadership and Self-Deception*, each of which has sold 1.5 million copies to date. That's why we're coming out with a new edition of *Eat That Frog!* in 2017, and we've just published a new book by the Arbing Institute called *The Outward Mindset*.

To read the full *Pub-lishers Weekly* article, go to <http://bit.ly/1M3zziP>.

## Open Book Editions: Latest Releases

Open Book Editions, BK's self-publishing partnership with iUniverse, continues to expand our author community and our community's offerings. To purchase OBE titles go to [www.bkconnection.com/Open-Book-Editions](http://www.bkconnection.com/Open-Book-Editions).



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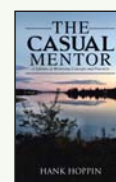
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Even for those who have enjoyed some success, at times something seems to be missing. In the final installment of her Align-Act-Achieve series, author Jen Smith explores this yearning for more and leads us beyond ourselves and into living in relationship and community.

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Operating a publishing business involves many more people than are formally on the staff. We would like to acknowledge the many people who are contributing time, talent, and creativity to our publishing efforts this year. We are grateful for their crucial role in our success.

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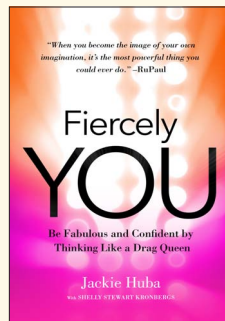
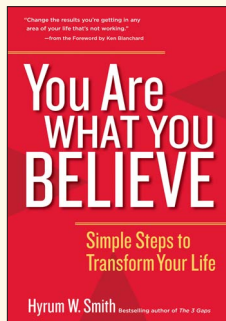
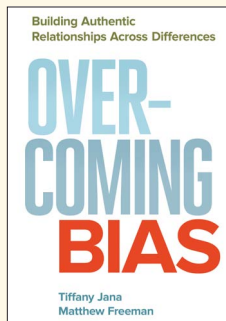


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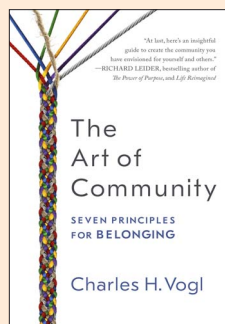
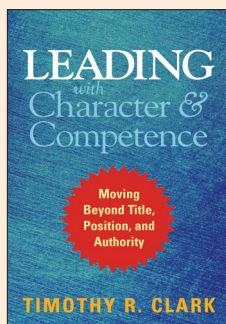
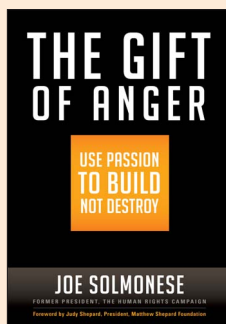
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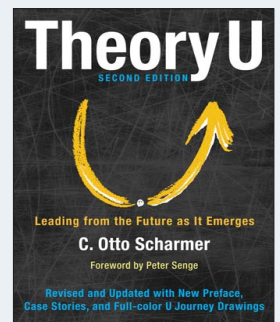
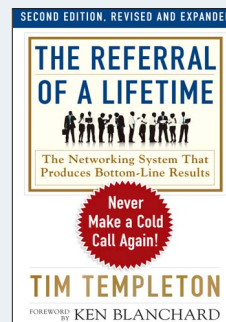
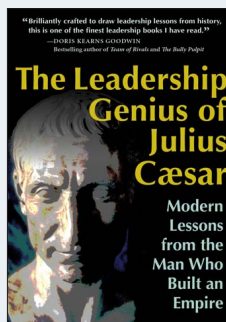
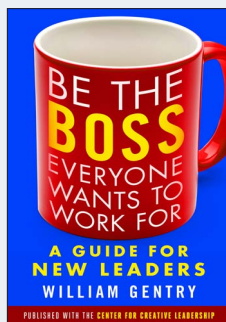
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