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Publishers



Winter 2011 Catalog

BK Life

BK Currents

BK Business

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a world that works for all

Dear Members of the Berrett-Koehler Community,

Given all the recent media focus on e-readers, we thought now would be a good time to update you on Berrett-Koehler's digital publishing efforts.

On April 3, 2010, Apple released its much-anticipated iPad and launched an online bookstore. Many of Berrett-Koehler's newest and bestselling books were available for sale the day the iBookstore opened, and all new BK titles will be available going forward. Separately, we will be experimenting this year with developing media-rich applications ("apps") for Apple devices.

Of course, more than 240 ebooks and 220 digital whitepapers are available for purchase via our website, www.bkconnection.com. And we also continue to make our authors' content available for sale through a growing stable of other valued retail and licensing partners—for more details, see page 19.

We recognize that the ongoing viability of the publishing industry depends on the ability to "think outside the book." We must prepare for a rapidly approaching future in which the business of publishing is much broader than the business of selling printed books. At 5 percent of overall BK revenues in 2009, digital sales are still a small slice of the pie relative to print sales and translation rights revenue; however, we share the widely held belief that demand for digital content will continue to grow dramatically in 2010 and beyond.

Competing in this digital future will require us to develop, chunk, adapt, store, and retrieve our digital content in a manner that will facilitate rapid and flexible repurposing. We recognize that operating in this demanding environment will require shifting to new work practices (technically known as XML workflows)—and that such a shift will require significant investment over time. We are now developing a strategic plan for a sweeping XML-based overhaul of all our systems that will facilitate this necessary evolution at Berrett-Koehler.

We are also launching a new social network site to complement our e-commerce-oriented bkconnection.com site. BKcommunity.com is a virtual meeting place for BK stakeholders from around the world to engage with kindred spirits to create a world that works for all. For more details, see page 18.

Thank you for your continued support of our efforts to create a world that works for all. If you have any questions or comments about our digital initiatives, please email Bonnie Kaufman, our Digital Community Builder: bkaufman@bkpub.com.

The Berrett-Koehler Digital Team

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Marc Muchnick

No More Regrets!

30 Ways to Greater Happiness and Meaning in Your Life

- By the coauthor of the bestseller *The Leadership Pill*
- Offers an insightful analysis of why we have regrets and a comprehensive approach for ending them
- Muchnick brings his ideas to life through inspiring, funny, and moving true stories

We all want to live a life without regrets, but few of us succeed. Certainly whenever we do something we wish we hadn't—or don't do something we wish we had—we vow it won't happen again. But do we ask ourselves why it happened in the first place?

Inspired by the final conversation author Marc Muchnick had with a friend who died too young, *No More Regrets!* explores the deeper pitfalls and the themes they have in common. We get stuck in ruts and become prisoners of our habits and circumstances. We take the good people and things around us for granted. We lose our authenticity and at times fail to live true to ourselves. We stop growing, learning, and evolving. We become overly self-absorbed, insensitive, and judgmental.

The thirty ways to greater happiness and meaning outlined in this book are expressly designed to help you avoid these sources of regret. Just one or two of these insights could potentially change your life. Taken together, what Muchnick offers here is nothing less than a comprehensive approach to banishing regret forever. His suggestions are straightforward, thoughtful, and easy to implement—often just a matter of shifting your perspective, of seeing the world differently. Each is illustrated with a personal story that firmly grounds his ideas in the real world.

No More Regrets! will show you how to live in a way that allows you to confidently move forward rather than constantly look back.

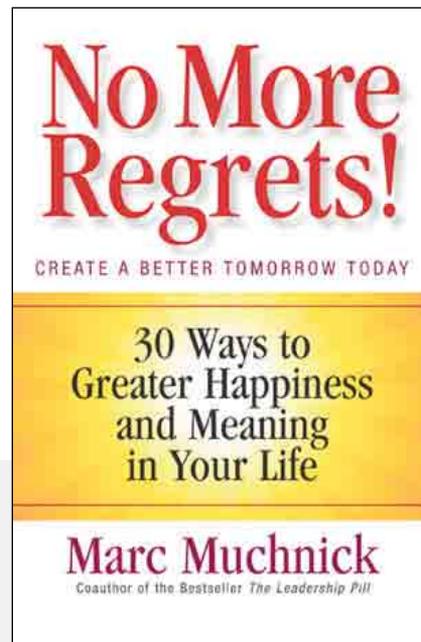
“Required reading for anyone who is seeking a life rich in happiness. When you start living your life without regrets, life is good!”

—Marshall Goldsmith, author of the *New York Times* bestsellers *What Got You Here Won't Get You There* and *Mojo*

“Frankly, I doubt there is one person who would not benefit from reading Marc's thirty down-to-earth, common-sense-loaded suggestions to find greater happiness and meaning in one's life.”

—Colleen Barrett, President Emeritus, Southwest Airlines Co.

Marc Muchnick, PhD, is founder and president of People First Group, a management consulting firm whose clients include such diverse leading organizations as Dell Computers, McDonald's, AT&T Wireless, Hilton Hotels, the Central Intelligence Agency, Aveda Salons, and many more. He is the coauthor, with Ken Blanchard, of *The Leadership Pill*.



Publication date: January 2011

\$14.95, paperback, 168 pages

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Personal Growth

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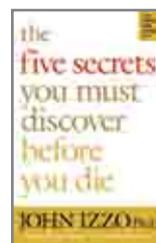
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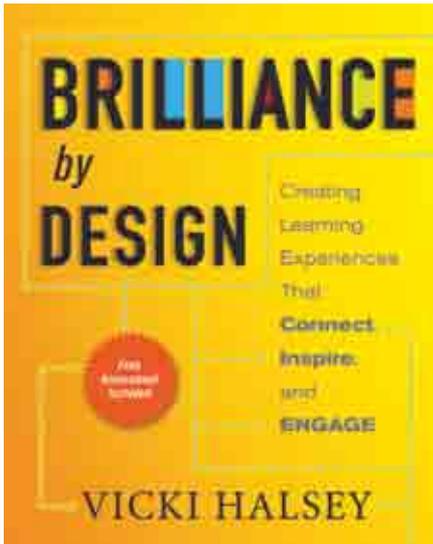
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Vicki Halsey

Brilliance by Design

Creating Learning Experiences That Connect, Inspire, and Engage



- Shows how to dramatically improve learning by making learners, not teachers, the focus of instructional design and delivery
- Offers a model that can be adapted to any setting
- Filled with tips, practices, and tools—including a free online assessment of your personal learning style

“Learning,” Vicki Halsey writes, “is the gateway to optimal life experiences. Learning transforms people’s lives and teaching, in any form, is the art and science of bringing out the brilliance that drives those transformations.”

Or it should be. But what often happens is that people who teach—in classrooms, meetings, workshops, coaching sessions, any setting where learning happens—don’t know how to transfer their great content to others effectively. They spend 70% of their time on what they are teaching and only 30 percent on how, when it should be the other way around.

Halsey is here to reverse that equation, laying out a comprehensive instructional design model that deeply engages and energizes learners because it keeps them front and center every step of the way. She offers a bevy of tips and techniques for developing a learner-centered mindset—focusing not on how smart learners are, but how they are smart. Building on this foundation, she shows how to create content that is clear, relevant, easily absorbed, and readily retained because it is tailored to each audience’s specific needs, abilities, and inclinations.

But content, however expertly designed, doesn’t teach itself. Halsey’s six-step ENGAGE model makes the old “sit and git” learning model obsolete and radically democratizes the teaching process. She presents hundreds of proven ideas, strategies, and practices that will enable you to Energize learners at the beginning of any learning session; help them Navigate the new content and Generate personal meaning and relevance from it; Apply their learning to the real world; Gauge and celebrate their progress; and Extend their learning to action. *Brilliance by Design* offers a systematic way to reach joyfully into the soul of learners and facilitate their brilliance so they can make their contributions and realize their potential.

“The Brilliance Learning System plays a fundamental role in the creation of all our training and development solutions. Using Vicki’s ENGAGE model has enabled us to revolutionize the learner’s experience.”

—Marcus Buckingham, *New York Times* bestselling coauthor of *Now, Discover Your Strengths* and author of *Find Your Strongest Life*

Dr. Victoria Halsey is vice president of applied learning for the Ken Blanchard Companies. She is the coauthor of Blanchard’s *Legendary Service training* program as well as their award winning blended elearning *Situational Leadership® II* program. She is the coauthor of *The Hamster Revolution*, *The Hamster Revolution for Meetings*, and *Leading at a Higher Level* (with Ken Blanchard).

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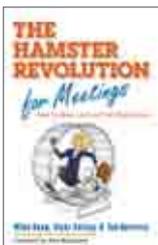
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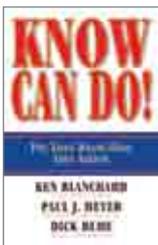
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Dave Basarab

Foreword by Donald L. Kirkpatrick and James D. Kirkpatrick

Predictive Evaluation

Ensuring Training Delivers Business and Organizational Results

- Outlines a definitive process for determining the effectiveness and business impact of training
- Works with any training program in any setting and at any stage of development
- A how-to guide filled with worksheets, examples, and other tools

At last, an answer to the question that had bedeviled trainers for decades: how do you make the business case for training? Predictive evaluation enables you to effectively and accurately forecast training's value to your company, measure against these predictions, establish indicators to track your progress (and make midcourse corrections if needed), and report the results in a language that business executives respond to and understand. It's an approach that can be used for any sort of training program, in any setting, whether planned, newly implemented, or long established.

Dave Basarab explains how to begin by zeroing in on the program's intentions: what specific goals and beliefs do you want to instill in participants? The next step is to determine what these will look like when put into action—what precise on-the-job actions and behaviors do you expect to see if these goals and beliefs are adopted? Finally, you develop quantifiable measures of how employees' adopting the target beliefs and goals will impact the business. In the end, all the information is pulled together into an Impact Matrix that provides a definitive picture of the program's intended and actual bottom-line results.

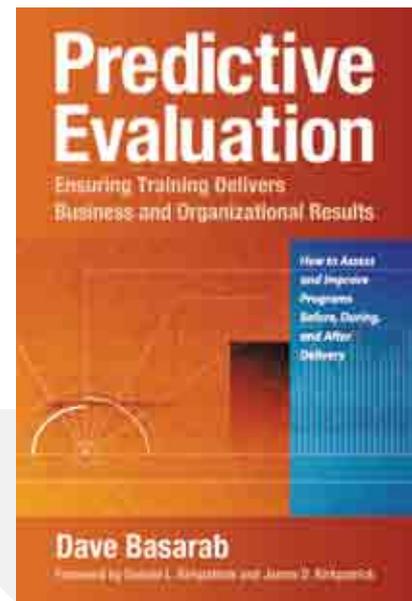
A key strength of predictive evaluation is that it is profoundly collaborative. Supervisors and employees work together to establish standards for success each step of the way. This guarantees the results will be relevant to the business and gives all participants a sense of ownership in the process.

Predictive evaluation will greatly enhance training's acceptance as a business function like any other, one where projections are made, progress is measured, and effectiveness is definitely determined. Rather than being regarded as an expense and an act of faith, training will be seen as an investment with a concrete payoff.

"Written from the viewpoint of an experienced practitioner, *Predictive Evaluation* provides a road map for truly forecasting the business impact of training prior to making the investment."

—Dr. Rita Smith, Vice President of Enterprise Learning, Ingersoll Rand University

Dave Basarab is the founder of V.A.L.E. Consulting, a training and learning evaluation consultancy. In 2005, Basarab was given the Learning Innovation Award from *Chief Learning Officer* magazine. He is also the coauthor of *The Training Evaluation Process*.



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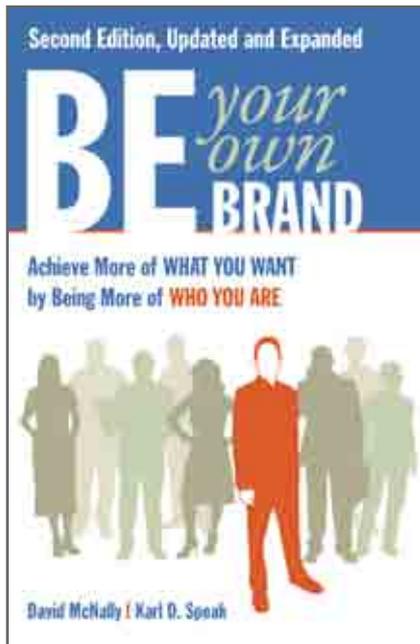
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David McNally and Karl D. Speak

Be Your Own Brand

**Achieve More of What You Want
by Being More of Who You Are**
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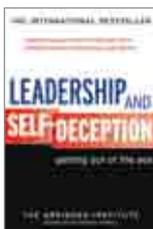
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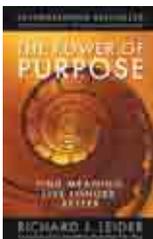
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- New edition of the book that introduced the concept of the personal brand as a powerful personal and professional development tool
- Thoroughly revised and updated, with new material on how to use social media to build a powerful personal brand and case studies of individuals whose personal brands have changed the world
- Filled with unique and tested tools and exercises to help you develop a distinctive personal brand

You may not know it, but you have a brand. Over time the people who interact with you—colleagues, acquaintances, family, and friends—develop a set of perceptions of who you are and what you stand for. But does your current personal brand truly reflect who you are and the difference you make? You're probably not even aware of what your brand is now, but you can consciously create one that accurately reflects your truest personal values.

Developing a personal brand is not about constructing a contrived image. Rather, it is a process of discovering who you really are and what you aspire to be and learning how to leave the impressions that reflect your true brand. The hallmark insight of the new edition is that the best way to establish a strong and memorable brand is to make a positive difference in the lives of others. "When you make a discernable difference in the life of another," authors David McNally and Karl D. Speak write, "you make a lasting impression and your brand receives credit."

Be Your Own Brand shows how to create a personal brand that is distinctive, relevant to others, and consistent in the way it is perceived and presented. McNally and Speak take you through the process of identifying the components of your brand, conveying that brand to the world, checking how closely your brand aligns with those of significant others—particularly your employer—and assessing your progress along the way. The plethora of tested tools and exercises they provide makes the experience easy, enlightening, and enjoyable.

"The key message in *Be Your Own Brand*—that our brand allows us to become more of who we are, reflect what we stand for and how we convey that to others—is as true for individuals as it is for organizations. This book is a practical guide to getting to the essence of our individual brands. It leads to many "ah ha" moments."

—Katrinka Smith Sloan, Chief Operating Officer, LeadingAge

David McNally is the bestselling author of *Even Eagles Need a Push* and *The Eagle's Secret* and is an internationally acclaimed speaker. **Karl D. Speak** is president of Brand Tool Box Ltd., a renowned expert on personal and corporate internal brand building, and an internationally acclaimed speaker.

Craig and Patricia Neal, with Cynthia Wold

The Art of Convening

Authentic Engagement in Meetings, Gatherings, and Conversations

- Details a powerful set of principles and practices for making any gathering productive, meaningful, and transformative
- Draws on the authors' decades of expertise convening meetings in all kinds of settings
- Offers practical wisdom on both the inner and outer aspects of convening

"Meetings are a waste of time" is a sentiment many of us share, which is tragic because meetings bring us together as human beings. To achieve the kind of meaning or breakthrough results most of us really yearn for when we gather, the key quality needed is *authentic engagement*: a genuine expression of what is true for us, and an attentive listening to what is true for others. Why it so often eludes us can be a matter of habit, distrust, lack of attention, or fear.

As cofounders of Heartland Inc., Craig and Patricia Neal have led over 170 of their acclaimed Thought Leader Gatherings with leaders from over 800 diverse organizations. Their new book shares for the first time the unique and powerful Art of Convening model—developed in these gatherings and refined over six years of intensive trainings—which brings authentic engagement and meaning to any group that comes together for any purpose

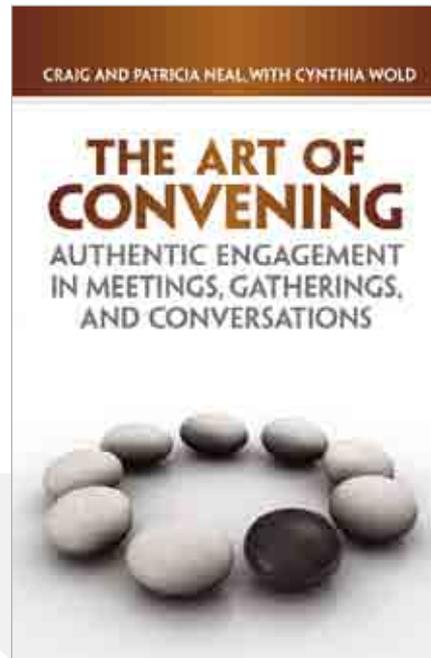
Convening goes beyond facilitating. Convening creates an environment in which all voices are heard, profound exchanges take place, and transformative action results. The heart of this book is the Convening Wheel—a series of nine steps, or aspects, that bring the practices and principles needed for authentic engagement together as a whole. The book provides exercises, stories, and questions to help you master both the inner and outer dimensions of this work—because in convening, the state of the convener is equally as important as the physical preparations.

Convening works in any setting and can be adapted to virtually any group process. With this book you have all the tools you need to develop this essential life and leadership skill, one that will lead to improved outcomes in your organization, community, family, and relationships.

"The authors have done for convening what Julia Child did for French cooking—they have created the authoritative guide to mastering their art."

—Eric Utne, Founder, *Utne Reader*

Craig Neal is cofounder and VisionHolder of Heartland. He previously held publisher positions with Rodale Publishing and *Utne Reader* magazine. **Patricia Neal** is cofounder and president of Heartland. She has held various marketing positions and worked with Craig to launch *Harrowsmith* and *Eating Well* magazines. **Cynthia Wold** is a writer, artist, web marketer, and designer and is Heartland's web chief.



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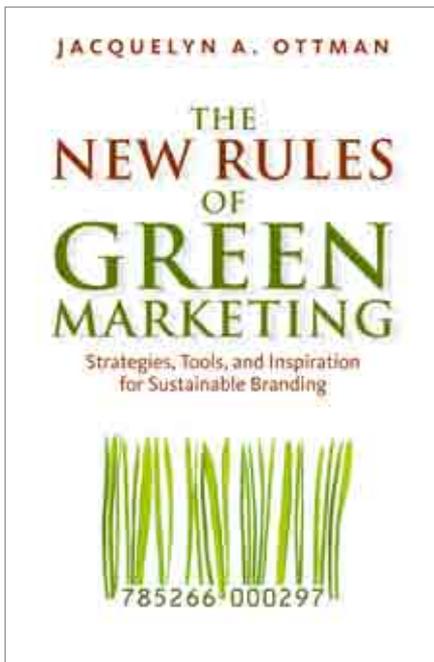
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Jacquelyn A. Ottman

Foreword by Eric Ryan and Adam Lowry, Co-CEO's, Method

The New Rules of Green Marketing

Strategies, Tools, and Inspiration for Sustainable Branding



Publication date: February 2011
\$21.95, paperback, 256 pages, 6" x 9"
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Business

- By a trailblazing expert in green marketing
- Demonstrates how to effectively market green to mainstream consumers
- Filled with success stories from sustainability leaders including Ottman's Fortune 500 and entrepreneurial clients

Green products have been around since the 1970s, but it's only in recent years that they've become ubiquitous. That's because savvy green marketers are no longer targeting "deep green" consumers with a "save the planet" pitch. Instead they're promoting the added value their products provide: better health, superior performance, good taste, or cost-effectiveness. In this innovative book Ottman argues that emphasizing primary benefits—the New Rules—is critical to winning over the mainstream consumer.

Drawing on the latest poll data and incorporating lessons learned from her clients and other leading sustainable brands—including GE, Nike, Method, Starbucks, Timberland, HP, NatureWorks, Procter & Gamble, Stonyfield Farm, and Wal-Mart—Ottman provides practical strategies, tools, and inspiration for building every aspect of a credible value-based green marketing strategy. She covers such topics as spurring innovation through a proactive approach to sustainability, developing products that are green throughout their life cycle, communicating credibly to avoid accusations of "greenwashing," teaming up with stakeholders to maximize outreach to consumers, taking advantage of social media, and much more.

The New Rules of Green Marketing captures the best of Ottman's two previous groundbreaking books on green marketing and places it within a 21st century context. Focusing on a new generation of marketers who likely grew up with an appreciation for sustainability, it provides in one place essential strategies, tools, and inspiration for connecting effectively with mainstream consumers.

"As one of the true pioneers of green marketing, Jacquelyn Ottman's practical advice will come as a welcome antidote for confused marketers trying to navigate between idealism that does not sell and salesmanship that has no credibility."

—Peter Senge, Senior Lecturer, MIT Sloan School of Management, author of *The Fifth Discipline* and coauthor of *The Necessary Revolution*

Jacquelyn A. Ottman, founder and principal of J. Ottman Consulting, has been working with green businesses since 1989. Ottman counts among her clients over sixty of the Fortune 500, several U.S. Government labels programs including the EPA's Energy Star and the USDA's BioPreferred labels. She is the author of the best-selling *Green Marketing*.

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Laura Goodrich

Seeing Red Cars

Driving Yourself, Your Team, and Your Organization to a Positive Future

- Shows how an intentional focus on what you want rather than on what you're trying to avoid turns insight into actions and actions into breakthrough results
- Provides unique and practical exercises and aids—including an online *Seeing Red Cars* toolkit
- Based on the popular *Seeing Red Cards* film—currently in use by more than 500 trainers and leaders worldwide

Here's the metaphor: You buy your dream car and it happens to be red. Suddenly you see red cars everywhere you look. Why? Because you're focusing on red cars. And as workplace dynamics and change expert Laura Goodrich points out, you get more of whatever you focus on. The problem is in life we unconsciously focus more on what we fear and are trying to avoid than on what we want to have happen. Her positive-outcomes mindset helps you deflect thoughts of what you don't want and get more of everything you do want—for yourself and your organization.

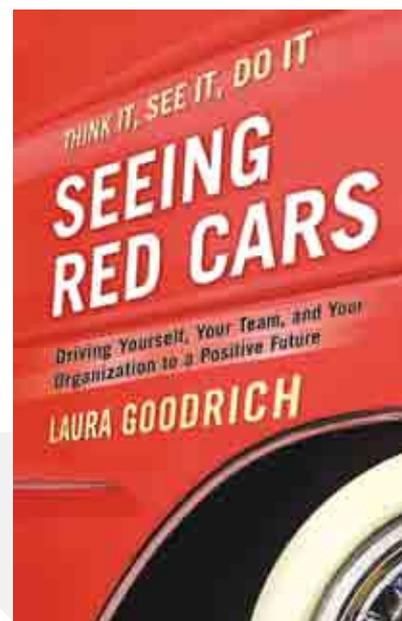
Drawing on scientific research, Goodrich explains why we fixate on negative thoughts and how we can actually rewire our brains to focus on positive outcomes. *Seeing Red Cars* helps you concentrate on the “I wants” that best fit your passions and interests, both personal and professional, and then find support, manage weaknesses, set priorities, and develop action plans to achieve them. Goodrich illustrates her points with dozens of entertaining and enlightening stories culled from more than fifteen years of coaching and advising companies undergoing significant change. The book offers a free online toolkit to guide you in making the conscious decision to focus on what you do want and commit to an action plan to make it happen.

Seeing Red Cars doesn't just transform individuals—it can also build corporate cultures in which employees are playing to their passions and strengths, focusing on what they want, and achieving breakthrough individual, team, and organizational outcomes. As the mindset spreads and hits critical mass, it becomes part of an organization's core engine, driving growth, innovation, and bottom-line results.

“Provides the toolkit and the foundation for showing how anyone can define their purpose and generate value...Goodrich shines in how she breaks down, step-by-step, the process of fine-tuning one's attitude, orientation, and actions to yield long-term sustainable change.”

—Tony DeBlauwe, founder, HR4Change, and author of *Tangling with Tyrants*

Laura Goodrich is co-owner of On Impact Productions, an integrated content company that produces books, digital stories, and worldwide speaking and production tours. Laura is also a radio, television, and film host.



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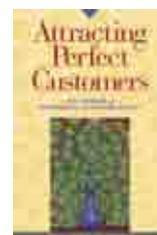
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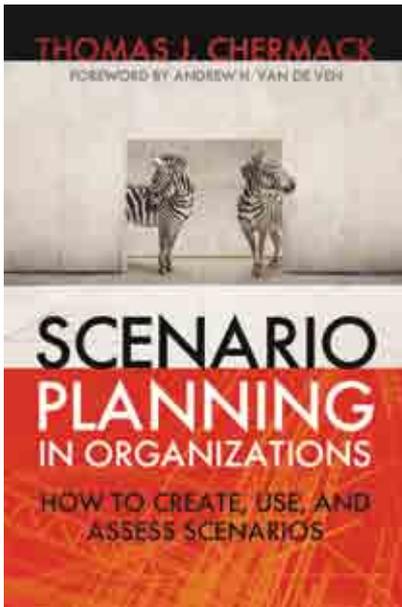


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Thomas J. Chermack

Scenario Planning in Organizations

How to Create, Use, and Assess Scenarios



Publication date: February 2011
\$34.95, paperback, 240 pages
6 1/8" x 9 1/4"

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Business

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- Offers a comprehensive review of both the theory and practice of scenario planning
- The only scenario planning book to address scenario implementation and assessment
- Includes a case study to illustrate how the scenario planning system is applied in the real world

Scenario planning helps leaders, executives, and decisionmakers envision and develop strategies for multiple possible futures instead of just one. It enables organizations to become resilient and agile, carefully calibrating their responses and adapting quickly to new circumstances in a fast-changing environment.

This book is the most comprehensive treatment to date of the scenario planning process. Unlike existing books it offers a thorough discussion of the evolution and theoretical foundations of scenario planning, examining its connections to learning theory, decision-making theory, mental model theory, and more. Thomas Chermack emphasizes that scenario planning is far more than a simple set of steps to follow, as so many other practice-focused books offer—he addresses the subtleties and complexities of planning. And, unique among scenario planning books, he deals not just with developing different scenarios but also with applying scenarios once they have been constructed and assessing the impact of the scenario project.

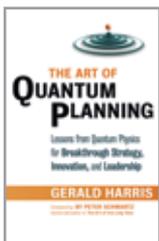
Using a case study based on a real scenario project, Chermack lays out a comprehensive five-phase scenario planning system—project preparation, scenario exploration, scenario development, scenario implementation, and project assessment. Each chapter describes specific techniques for gathering and analyzing relevant data with a particular emphasis on the use of workshops to encourage dialogue. He offers a worksheet to help readers structure and manage scenario projects as well as avoid common pitfalls and a discussion, based in recent neurological findings, of how scenario planning helps people overcome barriers to creative thinking.

“This book is about action and performance. Compelling and thoroughly researched, it offers every business executive a playbook for including uncertainty in the organizational change process and driving competitive advantage.”

—Tim Reynolds, Vice President, Talent and Organization Effectiveness, Whirlpool Corporation

Thomas J. Chermack is assistant professor in the Organizational Performance and Change program and Director of the Scenario Planning Institute at Colorado State University. He is also the founder and managing partner of Chermack Scenarios. He has facilitated scenario projects in companies such as Cargill, Saudi Aramco, General Mills, Motorola, and many others.

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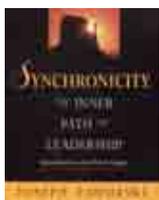
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The Improvisation Edge

Secrets to Building Trust and Radical Collaboration at Work

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Trust is the oil of organizational effectiveness. It is what enables people to work together, share ideas, take risks. Without it, an organization will suffer severely. But with all of the pressures and difficult decisions in business, trust can be in short supply.

All kinds of resources are available about building trust. *The Improvisation Edge* is unique in that it draws on the wisdom of those who are truly experts in the dynamics of trustbuilding: theatrical improvisers. Think about it: other than combat, no situation requires more extreme trust than improvisation. You have no script, costumes, or set. All you have are your fellow improvisers. The skills, philosophy, and behaviors of improvisation are radically collaborative—and when you collaborate on such an intense level, you intrinsically engender trust.

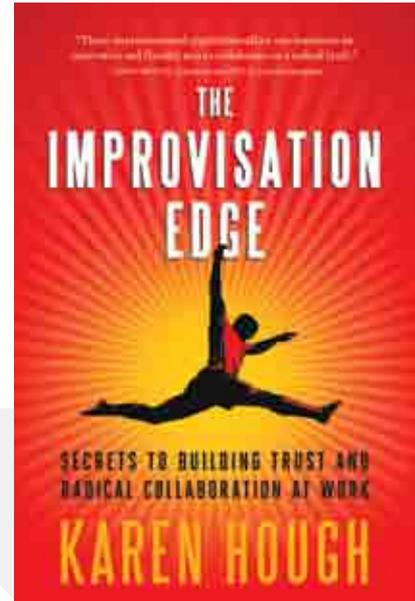
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Hough leverages all of the elements that make improvisation so entertaining: story, surprise, connection, and interaction. She provides both case studies from organizations that have embraced these new ways of working and exercises for individuals, pairs, and teams. *The Improvisation Edge* offers a fun, engaging, and very hands-on way to build the kind of organizational trust and collaboration that makes breakthrough business results possible.

"These improvisational capabilities allow our leaders to be innovative and flexible and to collaborate on a radical level."

—John Brock, Chairman and CEO, Coca-Cola Enterprises

Karen Hough is the founder and CEO of ImprovEdge, a company that creates learning experiences, training, and consulting using improvisation to teach business skills. For many years a senior sales executive in the networking engineering industry, she has also been a professional improviser and actor for twenty years, including training at Chicago's legendary Second City.



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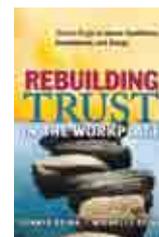
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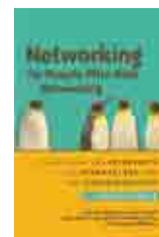
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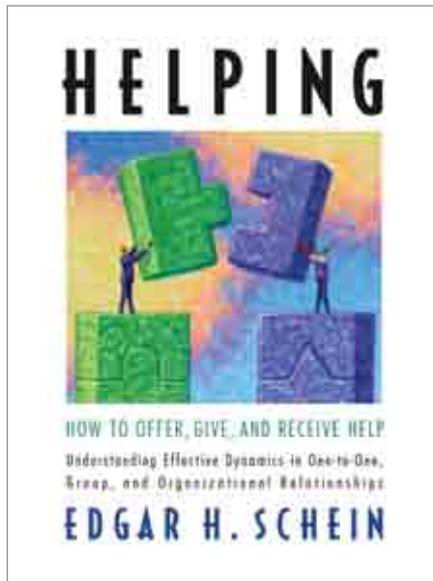


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Edgar H. Schein

Helping

How to Offer, Give, and Receive Help

- Named one of the best leadership books of 2009 by *strategy+business* magazine

In this seminal book on the topic, corporate culture and organizational development guru Ed Schein analyzes the social and psychological dynamics common to all types of helping relationships, explains why help is often not helpful, and shows what any would-be helpers must do to ensure that their assistance is both welcomed and genuinely useful.

The moment of asking for and offering help is a delicate and complex one, fraught with inequities and ambiguities. Schein helps us navigate that moment so we avoid potential pitfalls, mitigate power imbalances, and establish a solid foundation of trust. He identifies three roles a helper can play, explaining which one is nearly always the best starting point if we are to provide truly effective help. So that readers can determine exactly what kind of help is needed, he describes an inquiry process that puts the helper and the recipient on an equal footing. These dynamics not only apply to all kinds of one-on-one helping in personal and professional relationships, teaching, social work, and medicine but also can be usefully applied to teamwork and to organizational leadership. This is a concise, definitive analysis of what it takes to establish successful, mutually satisfying helping relationships.

Henry Mintzberg

Managing

- Named one of the best management books of 2009 by *strategy+business* magazine, the *Toronto Globe*, and *Mail and Library Journal*
- Winner of the Axiom gold medal in the leadership category

A half century ago Peter Drucker put management on the map. Leadership has since pushed it off. Henry Mintzberg aims to restore management to its proper place: front and center. This landmark book draws on Mintzberg's observations of twenty-nine managers, in business, government, health care, and the social sector, working in settings ranging from a refugee camp to a symphony orchestra. What he saw—the pressures, the action, the nuances, the blending—compelled him to describe managing as a practice, not a science or a profession, learned primarily through experience and rooted in context.

But context cannot be seen in the usual way. Factors such as national culture and level in hierarchy, even personal style, turn out to have less influence than we have traditionally thought. Mintzberg looks at how to deal with some of the inescapable conundrums of managing, such as, How can you get in deep when there is so much pressure to get things done? How can you manage it when you can't reliably measure it? This book—the most revealing yet written about what managers do, how they do it, and how they can do it better—is vintage Mintzberg: iconoclastic, irreverent, carefully researched, and myth-breaking.

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Linda Tarr-Wheelan

Women Lead the Way

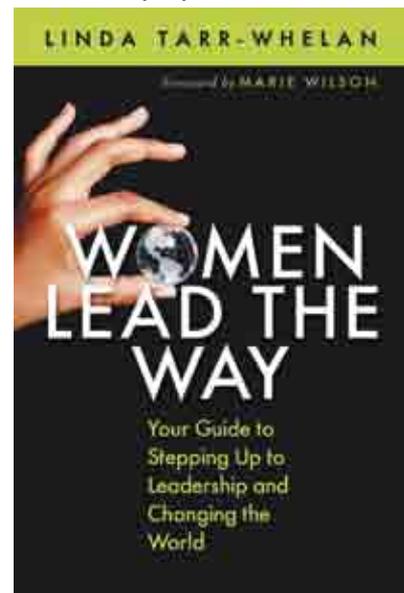
Your Guide to Stepping Up to Leadership and Changing the World

- Named one of the best business books of 2009 by *Library Journal*
- Winner of the *ForeWord* magazine gold medal for women's issues books
- Named one of the best business books of 2010 by the American Library Association

Despite enormous gains made in the past decades, women continue to be woefully underrepresented in positions of power. Entrepreneur, diplomat, nonprofit and government leader, nurse, and mom Linda Tarr-Whelan intends to change that. She dispels the myths that still hold women back and shows women how to build their confidence and skills to pioneer a distinctive approach to leadership, one that emphasizes collaboration, communication, and consensus.

Closing the leadership gap is a win for everyone—it brings in new ideas and creates a more balanced and productive work environment, a revitalized social compact, and demonstrable positive effects on the bottom line. Tarr-Whelan offers a women-led strategy for change and a complete set of practical road-tested tools readers can use to become powerful partners in creating a better future in a rapidly changing world.

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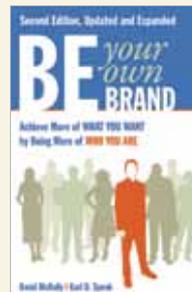
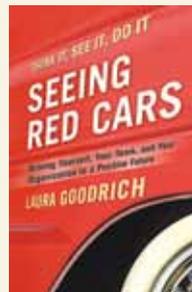
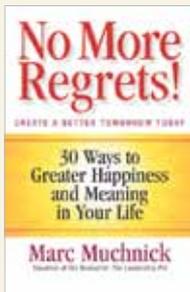


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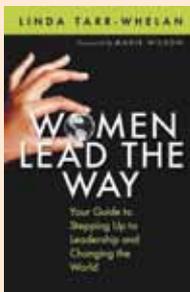
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