



Berrett-Koehler
Publishers

Spring 2017 Catalog

BK Life

BK Currents

BK Business



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

**HAVE YOU EATEN
YOUR **FROG**
TODAY?**





Berrett-Koehler Publishers

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

Dear Reader,

This year we are celebrating the 25th anniversary of the founding of Berrett-Koehler Publishers. It is only fitting that we are publishing an important and provocative new book by Margaret Wheatley, *Who Do We Choose to Be?* Meg's classic, award-winning book, *Leadership and the New Science*, was one of the first three books BK published and our first bestseller—and it continues to inspire, provoke, and guide new generations of readers today.

As another example of the continuing relevance and usefulness of many BK books, we are excited to publish a new edition of one of the bestselling personal productivity and time management books of all time—*Eat That Frog!*—which has sold over 1.6 million copies and been translated into forty-two different languages. And we are also publishing a companion workbook, card deck, audio program, and video program to help people eat their frogs.

But while BK is known for books that have lasting value, many of our books are also incredibly timely. Witness, for example, the books announced in this catalog that help people deal with today's great societal polarization, including *Breaking through Gridlock*, *We Can't Talk about That at Work*, *Conflict without Casualties*, *Collaborating with the Enemy*, and the aforementioned *Who Do We Choose to Be?*

I am often asked how Berrett-Koehler manages to so consistently publish timely books. I respond that we make no attempt to predict trends or to chase trends identified by others. Instead, we focus on working with authors to publish books that meet real needs that already exist in our communities—and this guarantees that our publications will be timely and needed.

The timeliness of our books is also enhanced by the ongoing relevance of BK's long-standing mission: *Connecting People and Ideas to Create a World That Works for All*. We are committed to creating a world that works for all, not just some—for all communities, countries, genders, ethnic groups, socioeconomic classes, religious groups, and more. Our values are stewardship, inclusion, partnership, sustainability, and quality. These values and other distinctive BK dimensions are codified in the new Berrett-Koehler Constitution; see page 22 to learn more about this pathbreaking BK initiative.

I believe that BK's mission, values, and publishing program are more needed today than ever. All the issues that have come to the fore—such as inequality, injustice, economic struggle, bigotry, exclusion, violence, misinformation, deception, and class systems—are not new. They have long been deeply entrenched in our society. But their visibility and the urgency of dealing with them have increased, and many BK publications show ways to do so.

This is a time when BK communities of authors, readers, and publishing partners have a great deal to contribute in making positive differences in our communities and the world. We ask for your help in advancing this work and developing ways for Berrett-Koehler to make a broader and deeper impact.

All the best,

Steven Piersanti, President and Publisher

New Titles for Spring 2017

<i>The Driver in the Driverless Car</i>	1
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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.

Vivek Wadhwa with Alex Salkever

The Driver in the Driverless Car

How Our Technology Choices Will Create the Future

Astonishing technological advances are coming at us at an exponential pace. Scholar and entrepreneur Vivek Wadhwa describes dozens of them in this fascinating book, but his purpose is not simply to dazzle us with the wonders of technology—it's to raise important questions about what these developments might mean.

On the one hand, personalized genomics, self-driving vehicles, drones, and artificial intelligence could make our lives healthier, safer, and easier. On the other, the same technologies raise the specter of a frightening, alienating future—eugenics, a jobless economy, a complete loss of privacy, and ever-worsening economic inequality. As Wadhwa puts it, is our future going to be *Star Trek* or *Mad Max*?

Wadhwa says that we need to ask three questions about every emerging technology: Does it have the potential to benefit everyone equally? What are the risks and the rewards? And does it promote autonomy or dependence? He looks at advances in artificial intelligence, robotics, medicine, education, the “Internet of Things,” and more through this lens. In the end, it's up to us—our hands may not be on the wheel, but we will decide the driverless car's destination.

Vivek Wadhwa is a distinguished fellow at Carnegie Mellon University's College of Engineering. He is a globally syndicated columnist for the *Washington Post* and the author of two other books, including *The Immigrant Exodus*, which was named by the *Economist* as a 2012 Book of the Year.

Alex Salkever is vice president of marketing communications at Mozilla. He was a technology editor of *BusinessWeek*, a regular science contributor to the *Christian Science Monitor*, and a contributor to *The Immigrant Exodus*.

Contents

Part One: The Here and Now

1. A Bitter Taste of Dystopia
2. Welcome to Moore's World
3. How Change Will Affect Us Personally and Why Our Choices Matter
4. If Change Is Always the Answer, What Are the Questions?

Part Two: Does the Technology Have the Potential to Benefit Everyone Equally?

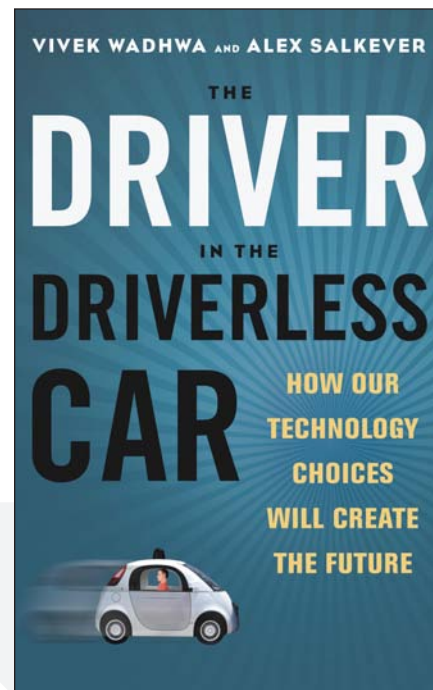
5. The Amazing and Scary Rise of Artificial Intelligence
6. Remaking Education with Avatars and A.I.
7. We Are Becoming Data; Our Doctors, Software

Part Three: What Are the Risks and the Rewards?

8. Robotics and Biology: The Inevitable Merging of Man and Machine
9. Security and Privacy in an Era of Ubiquitous Connectivity
10. The Drones Are Coming
11. Designer Genes, the Bacteria in Our Guts, and Precision Medicine

Part Four: Does the Technology Foster Autonomy or Dependency?

12. Your Own Private Driver: Self-Driving Cars, Trucks, and Planes
13. When Your Scales Talk to Your Refrigerator: The Internet of Things
14. The Future of Your Body Is Electric
15. Almost Free Energy and Food
- Conclusion: So Will It Be *Star Trek* or *Mad Max*?



• An insider's guide to the future:

Based in Silicon Valley, Wadhwa is an expert on the future of technology, and he draws on his encyclopedic knowledge to provide a mind-expanding tour of some truly startling possibilities.

- **Choose your future:** This book gives even the nontechnical reader the tools to evaluate the potential of any new technology to support or oppose the kind of future we want.

Publication date: April 2017

\$24.95, hardcover

240 pages, 5½" x 8½"

ISBN 978-1-62656-971-3

PDF ebook ISBN 978-1-62656-972-0

ePub ebook ISBN 978-1-62656-973-7

Digital audio ISBN 978-1-62656-975-1

Technology/Business

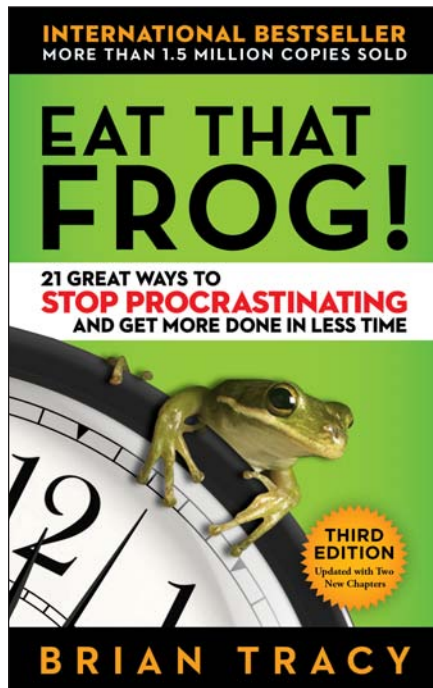
Rights: world

Brian Tracy

Eat That Frog!

21 Great Ways to Stop Procrastinating and Get More Done in Less Time

Third Edition, Updated with Two New Chapters



- **New edition of a huge international bestseller:** *Eat That Frog!* has sold 1.6 million copies worldwide and continues to be one of the strongest-selling time management books.
- **Distinguished author:** Brian Tracy is one of the leading experts on time management and personal success who has spoken to more than 5 million people in more than 5,000 talks and presentations.

Publication date: April 2017

\$15.95, paperback

144 pages, 5½" x 8½"

ISBN 978-1-62656-941-6

PDF ebook ISBN 978-1-62656-942-3

ePub ebook ISBN 978-1-62656-943-0

Digital audio ISBN 978-1-62656-944-7

Personal Growth

Rights: world

Eat That Frog! is one of the best books on time management ever written, an international bestseller with over a million and a half copies sold that's been translated into more than forty languages. Now Brian Tracy has updated this modern classic with two brand-new chapters, making it even more essential.

Tracy says there just isn't enough time for everything on our to-do list—and there never will be. Successful people don't try to do everything. They learn to focus on the most important tasks and make sure those get done. They eat their frogs.

There's an old saying that if the first thing you do each morning is eat a live frog, you'll have the satisfaction of knowing you're done with the worst thing you'll have to do all day. For Tracy, eating a frog is a metaphor for tackling your most challenging task—but also the one that can have the greatest positive impact on your life. *Eat That Frog!* shows you how to organize each day—and your entire life—so you can zero in on these critical tasks and accomplish them efficiently and effectively.

In this fully revised and updated edition, Tracy adds two new chapters. The first one explains how you can use technology to remind yourself of what is most important and protect yourself from what is least important. The second offers advice for maintaining focus in our era of constant distractions, electronic and otherwise.

But one thing remains unchanged. Brian Tracy cuts to the core of what is vital to effective time management: decision, discipline, and determination. This life-changing book will ensure that you get more of your important tasks done—today!



Brian Tracy is chairman and CEO of Brian Tracy International. As a keynote speaker and seminar leader, he addresses more than 250,000 people each year. He is the bestselling author of more than eighty books that have been translated into dozens of languages. He has served as a consultant and trainer to more than 1,000 corporations and more than 10,000 medium-sized enterprises in more than seventy-five countries.

Contents

Introduction: Eat That Frog

- | | |
|--|---------------------------------------|
| 1. Set the Table | 12. Identify Your Key Constraints |
| 2. Plan Every Day in Advance | 13. Put the Pressure on Yourself |
| 3. Apply the 80/20 Rule to Everything | 14. Motivate Yourself into Action |
| 4. Consider the Consequences | 15. Technology Is a Terrible Master |
| 5. Practice Creative Procrastination | 16. Technology Is a Wonderful Servant |
| 6. Use the ABCDE Method Continually | 17. Focus Your Attention |
| 7. Focus on Key Result Areas | 18. Slice and Dice the Task |
| 8. Apply the Law of Three | 19. Create Large Chunks of Time |
| 9. Prepare Thoroughly Before You Begin | 20. Develop a Sense of Urgency |
| 10. Take It One Oil Barrel at a Time | 21. Single Handle Every Task |
| 11. Upgrade Your Key Skills | Conclusion: Putting It All Together |

Put the powerful lessons of *Eat That Frog!*
to work for you immediately!

Eat That Frog! Action Workbook

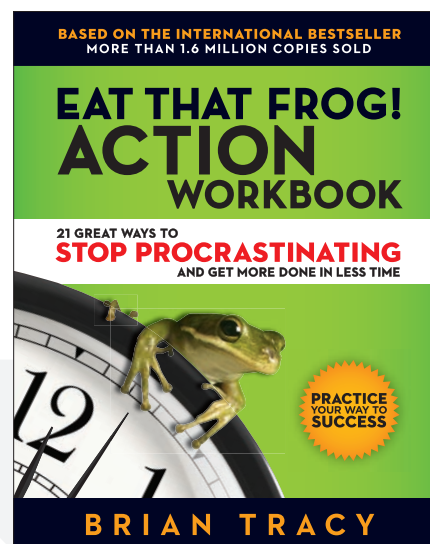
Practice Your Way to Success

To get control over your life you need to change the way you spend your time—shifting away from low-impact activities so you can identify and focus on what will really make a difference.

This workbook is designed to help you take action. Packed full of exercises, assessments, tips, and tools, its aim is to give you everything you need to reflect, reassess, and bring about real improvements in performance. It can change your life.

The workbook follows along with the *Eat That Frog!* book—there are activities for each chapter. And to show you what success looks like, the workbook features the example of Shane, who applies the *Eat That Frog!* principles to win a promotion at work, start a business on the side, get an MBA, and avoid burning out in the process.

The *Eat That Frog! Action Workbook* will help you achieve your most important goals faster than you ever thought possible!



Publication date: July 2017

\$19.95, paperback

96 pages, 7 1/8" x 9 1/4"

ISBN 978-1-5230-8470-8

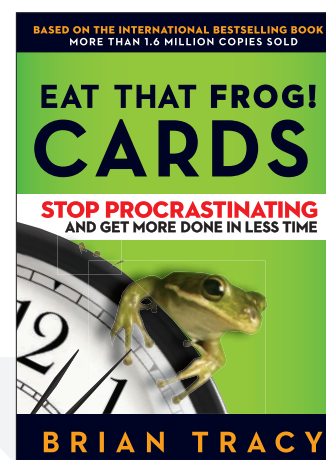
PDF ebook ISBN 978-1-5230-9393-9

Eat That Frog! Cards

These cards offer a fun, hands-on way to identify what's holding you back and develop the right strategies to stop procrastinating and get more done.

One set of cards in the deck describes procrastination habits, which you rank in order of importance. What keeps you from eating your frogs? Do you become paralyzed by the length of your to-do list? Do you work on simple but low-impact tasks first and neglect the harder, higher-impact tasks? Are you too easily distracted by social media? Is your perfectionism slowing you down?

Once you've ranked your negative habits, you then match these "problem" cards with "solution" cards that describe strategies for overcoming them. You'll end up with a comprehensive, memorable, and personalized guide to overcoming your biggest behavioral obstacles to success. Start with your worst procrastination habit and move through the deck until you've eliminated them all!



Publication date: June 2017

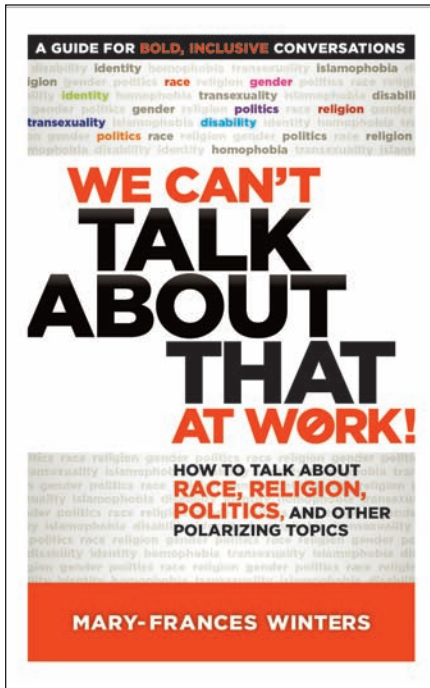
\$15.95, box with 56 cards
and instruction sheet

ISBN 978-1-5230-8469-2

Mary-Frances Winters

We Can't Talk about That at Work!

How to Talk About Race, Religion, Politics, and Other Polarizing Topics



- **Critical need:** With an increasingly diverse workforce and a tense political and social environment, Winters offers a way to have conversations on taboo topics that is productive, inclusive, empathetic, and empowering.
- **Proven process:** Winters has been a diversity and inclusion thought leader for over thirty years, supporting organizations large and small in a wide range of industries.

Publication date: April 2017

\$18.95, paperback

168 pages, 5½" x 8½"

ISBN 978-1-5230-9426-4

PDF ebook ISBN 978-1-5230-9427-1

ePub ebook ISBN 978-1-5230-9428-8

Digital audio ISBN 978-1-5230-9425-7

Business

Rights: world

Politics, religion, race—we can't talk about topics like these at work, right? But in fact, these conversations are happening all the time, either in real life or virtually via social media. And if they aren't handled effectively, they can become more polarizing and divisive, impacting productivity, engagement, retention, teamwork, and even employees' sense of safety in the workplace. But you can address difficult topics in a way that brings people together instead of driving them apart.

As a thought leader in the field of diversity and inclusion, Mary-Frances Winters has been helping clients create inclusive environments for over three decades. In this concise and powerful book, she shows you how to lay the groundwork for having bold, inclusive conversations. The key is careful preparation.

Even with the best of intentions, you can't just start talking about taboo topics—that's wandering into a minefield. Winters offers exercises and tools to help you become aware of how your cultural background has shaped your perceptions and habits and to increase your understanding of how people from other cultures may differ from you, particularly when it comes to communicating and handling conflict.

Once you're ready to engage in bold, inclusive conversations (you can take the self-assessment included in the book to make sure), Winters gives detailed instructions on exactly how to structure them. Winters emphasizes that this is a process, not a destination—you can't resolve major issues nicely and neatly in just one conversation. And while process is important, so is intent. She urges readers to "come from your heart, learn from your mistakes, and continue to contribute to making this a more inclusive world for all."



Mary-Frances Winters is founder and president of the Winters Group, a diversity and inclusion consulting firm whose clients include major firms like Sodexo, Disney, SunTrust, United Way Worldwide, International Monetary Fund, MassMutual, Yum! Brands, and Fannie Mae. She was named a diversity pioneer by *Profiles in Diversity Journal* and is the recipient of the prestigious Athena Award, as well as the Winds of Change Award conferred by the Forum on Workplace Inclusion.

Contents

1. Why Do We Have to Talk about *That* at Work?
2. Get Yourself Ready for Bold, Inclusive Conversations
3. Expand Your Understanding of Others and Assess Organizational Readiness
4. Prepare: Who, What, Why, Where, How, and When?
5. Let the Conversations Begin! Search for Shared Meaning
6. Let the Conversations Continue! Delve into Differences
7. Sharpen Inclusive Habits

Nate Regier, PhD

Conflict without Casualties

A Field Guide for Leading with Compassionate Accountability

"Conflict without Casualties fills a gap by showing leaders at any level how to leverage positive conflict. Practical, insightful, challenging, relevant."

—Dan Pink, *New York Times* bestselling author

Most organizations are terrified of conflict, seeing it as a sign of trouble. But clinical psychologist and transformative communication expert Dr. Nate Regier says conflict is really just a kind of energy that can be used for good or ill. With the concepts and tools he shares in this book, you can turn conflict into a partner for positive change.

Handled incorrectly, conflict becomes drama—people struggle against themselves or each other to feel justified about their negative behavior. It's immensely costly to companies, teams, and relationships at all levels. Regier illustrates the interpersonal dynamics that perpetuate drama through a concept called the Drama Triangle and offers an alternative: compassionate accountability.

Compassionate accountability is the engine that turns conflict into a creative force. It's a process of holding people accountable while preserving their dignity. It balances caring, concern, empathy, and transparency with boundaries, goals, aspirations, and standards. Provocative and illuminating, this book helps us replace the unrealistic, even crushing demands we exact on both our colleagues and our loved ones with openness, resourcefulness, and persistence.



Nate Regier, PhD, is the CEO and cofounder of Next Element, a global leadership advisory firm specializing in leadership communication and building cultures of compassion through its Leading Out of Drama model. He is a former practicing psychologist and holds a doctorate in clinical psychology from the University of Kansas. He is currently adjunct professor at Pepperdine University's Straus Institute for Dispute Resolution.

Contents

Part One: Conflict with Casualties: Drama Is Killing Us

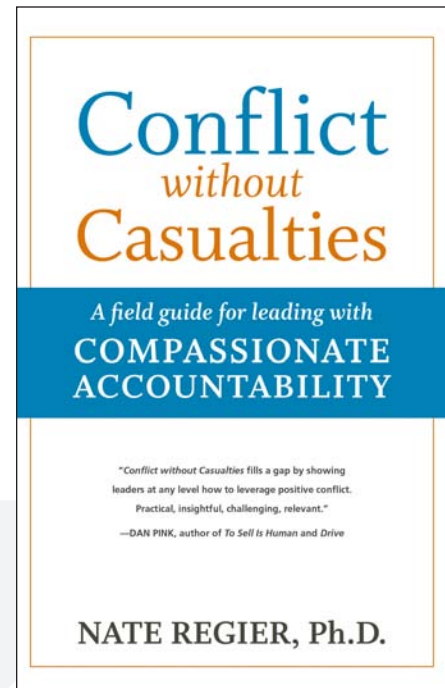
1. Conflict: The Big Bang of Communication
2. Drama: Misusing the Energy of Conflict
3. But I'm Just Trying to Help: Good Intentions, Unintended Consequences

Part Two: A Framework for Positive Conflict: Compassionate Accountability Can Change the World

4. Compassion: Not for the Faint of Heart
5. Compassion and the Cycles of Human Civilization: Will We Get It Right This Time?

Part Three: Conflict without Casualties User Manual: Putting Next Element's Compassion Cycle to Work

6. Violators Will Be Prosecuted: Three Rules of the Compassion Cycle
7. Warning! Drama Approaching! Three Leading Indicators
8. It's All about Choices: Three Choices to Move
9. Coaching Accountability When There's No Drama: Match and Move
10. The Formula for Compassionate Conflict: Confronting Drama with Compassionate Accountability
11. Conflict without Casualties: Preparing to Struggle With



- **Counterintuitive argument:** Conflict in organizations is inevitable, but it's *not* always bad—Regier shows leaders how to help people stop the drama and make conflict a source of growth in their organizations.
- **Practical how-to advice:** This book includes a detailed Personal Development Guide and access to a free online Drama Resilience Assessment.

Publication date: April 2017

\$19.95, Paperback

224 pages, 6" x 9"

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PDF ebook ISBN 978-1-5230-8261-2

ePub ebook ISBN 978-1-5230-8262-9

Digital audio ISBN 978-1-5230-8264-3

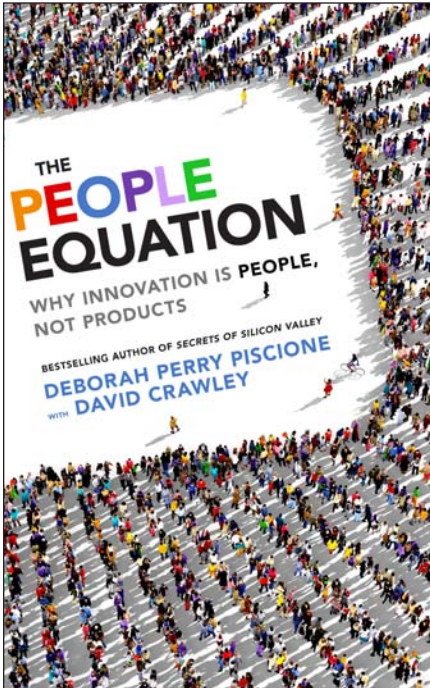
Business

Rights: world

Deborah Perry Piscione with David Crawley

The People Equation

Why Innovation Is People, Not Products



- **Bestselling author:** Perry Piscione is a Silicon Valley insider and the author of the *New York Times* bestseller *Secrets of Silicon Valley* and has appeared on CNN, NPR, MSNBC, ABC, and many other media outlets.
- **Real-world advice:** This book is based on the authors' experiences working with some of the most innovative companies in the world, including NetApp, IDEO, Apple, Qualcomm, and more.

Publication date: April 2017

\$26.95, hardcover

216 pages, 6" x 9"

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ePub ebook ISBN 978-1-62656-643-9

Digital audio ISBN 978-1-5230-9394-6

Business

Rights: world

Every business leader knows that the key to growth is innovation—if you do what you've always done, you'll get what you've always got. Deborah Perry Piscione and David Crawley argue that ultimately the key to innovation is people. After all, creativity is a uniquely human function, something that can't be automated. So how do you design an organization so that it provides the elements that will bear new thinking and bring forth bold ideas? Through *The People Equation*.

Based on examples from their consulting work and research into successful business practices, Perry Piscione and Crawley's *The People Equation* enables leaders to create a culture where psychological safety is a given, risk taking is embraced, and collaboration between highly competent people is nurtured, and when experiments and new initiatives look promising, they can quickly be developed and brought to market. This requires upending the usual organizational pyramid and instilling a completely new mindset throughout the organization.

Perry Piscione and Crawley show that in our rapidly changing world, the top is not where the really disruptive ideas are going to come from. And if people are afraid to take chances, even fail, you're never going to get those ideas—playing it safe means you'll be out of the game. *The People Equation* provides you with a formula for exponentially increasing out-of-the-box thinking in your organization and multiplying your chances for greater growth and success.

Deborah Perry Piscione is a principal at Vorto Consulting, a serial entrepreneur, and a thought leader in innovation process. She is the architect of Improvisational Innovation, a nine-month process that democratizes innovation so anyone can participate that has been adopted at many Fortune 500 companies. Additionally, she is the author of the *New York Times* bestselling *Secrets of Silicon Valley* and *The Risk Factor* and conducts Silicon Valley boot camps based on the teachings of her books.

David Crawley, is a principal and cofounder of Vorto Consulting. He has consulted extensively with the top management of multiple Fortune 500 companies on the topics of innovation, lean product development, and business process improvement.

Contents

Introduction: Why People Matter

1. The Psychology of Innovation
2. The Process: Improvisational Innovation
3. The Inverted Organization
4. Rick-Taking Leadership
5. The Corporate Culture of How
6. It Only Takes One
7. What It Means for the Individual
8. The Art of the Ask

Epilogue: The Truth of Trust

Nat Greene

Stop Guessing

The 9 Behaviors of Great Problem Solvers

Bad problem solving is everywhere and costs individuals and society incalculable amounts of time and money. As an engineer and consultant, Nat Greene has spent over twenty years solving hard problems and developing and leading great problem solvers. In this book he shares nine behaviors anyone can adopt to find a solution to even the most seemingly intractable situations.

The problem with most problem solving, Greene says, is that it's not problem solving at all: it's guessing. We have an idea of what might work and we try it out. If that doesn't work, we try something else until we get lucky or give up and call the plumber. With a relatively minor problem this is harmless, if inefficient. But with a really hard problem, where there are scores of possible root causes—such as trying to increase your company's market share, decreasing production time for a complex product, or sticking to a fitness regimen you know is vital to your health—there are simply too many variables for guessing to work.

Greene has found that expert problem solvers are armed with a set of nine behaviors that allow them to avoid guessing and arrive at solutions in a way that can seem almost magical. Developing strength in these behaviors will not only help you solve difficult and complicated problems but also build alignment to implement the solution and identify important and valuable opportunities that problems in your business may be concealing.

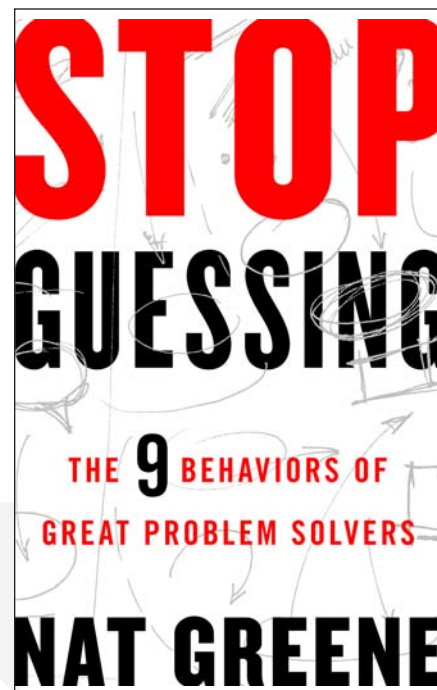
Each of the nine behaviors comes with stories of great problem solving in action, from everyday issues like fixing a malfunctioning garage door to stopping frequent breakdowns at a chemical plant (saving millions of dollars) to addressing the scourge of poverty in sub-Saharan Africa. No matter what the issue, focused, analytical problem solving is critical for victory!



Nat Greene is a cofounder and CEO of Stroud International, which has solved dozens of “impossible” technical problems for over fifty clients on five continents. He has practiced technical problem solving as a consultant for twenty years and taught and coached over two hundred great problem solvers. One of the problems he is currently working on is creating a million more great problem solvers—this book is a piece of that puzzle.

Contents

Introduction: How to Be a Great Problem Solver	6. Don't Rely on Experts
1. Stop Guessing	7. Believe in a Simple Solution
2. Smell the Problem	8. Make Fact-Based Decisions
3. Embrace Your Ignorance	9. Stay on Target
4. Know What Problem You're Solving	10. Choosing Your Method
5. Dig into the Fundamentals	11. Go Solve Some Problems



- **Solve any problem you face:** Nat Greene offers a straightforward, systematic, effective alternative to structured guessing that anyone can apply to any problem in any area of life or work, from the relatively mundane to the genuinely critical.
- **Authoritative author:** Greene's company, Stroud International, has solved tough technical problems for scores of clients in many different kinds of companies; rather than being allied with a particular industry, it is made up of cross-sector professional problem solvers.

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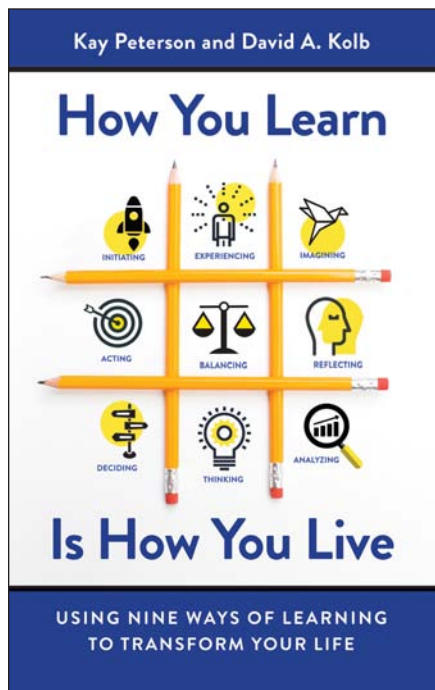
Business

Rights: world

Kay Peterson and David A. Kolb

How You Learn Is How You Live

Using Nine Ways of Learning to Transform Your Life



- **A powerful tool now accessible to all:** This book makes Kolb's research and developmental tools available to readers who want to increase their learning capacity, be capable of adapting to changing life circumstances, and become lifelong learners.
- **Based on decades of research and practical application:** David Kolb is the originator of Experiential Learning Theory, and the Kolb Learning Style Inventory, the result of his research, has been taken by over 500,000 people.

Publication date: April 2017

\$24.95, paperback

240 pages, 5½" x 8½"

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Business/Personal Growth

Rights: world

Being a lifelong learner is one of the secrets to happiness, success, and personal fulfillment. Acquiring new skills and mastering new abilities enriches our professional and personal lives. But what's the best way for each of us to do that? What's our unique individual approach? David Kolb is one of the most distinguished educational scholars of our time, and in this book he and Kay Peterson make his pioneering work on how we learn accessible and available to a wider audience.

Peterson and Kolb offer deep, research-based insights into the ideal process of learning, what Kolb calls the Experiential Learning Cycle. Then they identify nine specific learning styles and guide you in identifying your dominant style. Do you learn by immersing yourself in direct experience or by thinking about ideas? Are you quick to take action, or do you carefully analyze a situation first? Knowing your preferences is crucial to understanding your strengths and weaknesses and helps you understand and connect with others whose styles are different from your own. But Peterson and Kolb emphasize that your goal should be to familiarize yourself with, and become comfortable using, all nine styles since different situations can call for different approaches. When you achieve this flexibility, you'll also become more mature, more self-directed, and happier.

Throughout the book, Peterson and Kolb apply the Experiential Learning Cycle and the nine learning styles to all kinds of everyday challenges, from remembering someone's name to adding a crucial professional skill to your repertoire. This book is a guide to awakening the power of learning that lies within each of us, a power that can transform our lives at any age and in any circumstance—because in the end, how you learn is how you live.

Kay Peterson is managing director of the Institute for Experiential Learning and a founding partner of Harlan Peterson Partners, where she uses Experiential Learning to help professionals become exceptional owners, leaders, and entrepreneurs.

David A. Kolb is the creator of Experiential Learning Theory. He is also the founder and chairman of Experience Based Learning Systems, Inc., and professor emeritus at Case Western Reserve University.

Contents

1. The Learning Way
 2. I Am a Learner
 3. My Learning Style, My Life Path
 4. Building Style Flexibility
 5. Learning Flexibility and the Road Ahead
 6. What's Next? Deliberate Learning for Life
- Appendix A: The KLSI, the Kolb Learning Style Inventory: Why You Should Take the Inventory to Define Your Style
- Appendix B: The Style Sheets: The Nine Styles of Learning at a Glance

Jason J. Jay and Gabriel Grant

Breaking through Gridlock

The Power of Conversation in a Polarized World

Think about the last time you tried to talk with someone about political, social, or environmental issues who didn't already agree with you. How well did it go?

These conversations are vital, but too often they get stuck, or we avoid them entirely. We retreat to our camps, frustrated that we can't move our cause forward. What if, in these difficult conversations, we could stay true to ourselves while enriching relationships and creating powerful pathways forward? What if our divergent values provided healthy fuel for dialogue and innovation instead of gridlock and polarization?

Jason Jay and Gabriel Grant show readers that when we carefully examine the moments in which conversations get stuck, we discover some hidden baggage we all carry. We hold assumptions and judgments about the "other side" that block communication. We treasure the comfort of being among allies, even at the expense of being effective. The authors help us acknowledge our inner contradictions to free us up where we otherwise get stuck so we can powerfully share with anyone, anywhere, what really matters and together find solutions that work for all.

Breaking through Gridlock invites us into a spirit of serious play, laughing at ourselves while moving from self-reflection to action. Through a series of six practical steps with proven exercises and rich examples, this interactive book walks readers through a process of transforming paralysis and effecting positive change in their families, organizations, communities, or movements.

Jason J. Jay is a senior lecturer at the MIT Sloan School of Management and the director of the Sustainability Initiative at MIT Sloan. He holds a bachelor's in psychology and a master's in education from Harvard and a doctorate in management from MIT.

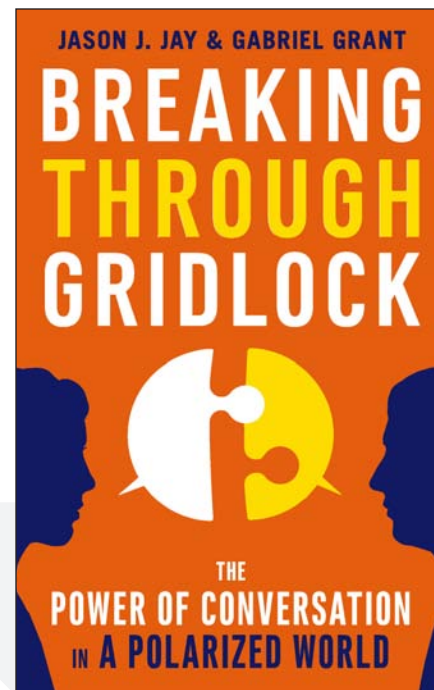
Gabriel Grant is the CEO of Human Partners and cofounder of the Byron Fellowship Educational Foundation. He holds a master's in leadership and sustainability from Yale and a master's in ecological systems engineering and a bachelor's in physics from Purdue.

Contents

Preface: How This Book Came to Be

Introduction: How to Use This Book

1. How We Get Stuck: Breakdowns in Conversation
2. Authenticity: The Key to Getting Unstuck
3. Know What You Bring: The Hidden Baggage of Conversations
4. Locate the Bait: What We Gain When Conversations Lose
5. Dare to Share: Moving Past the Talking Points
6. Start Talking: Bringing Conversations Back to Life
7. Embrace the Tension: How Our Differences Can Make a Difference
8. Widen the Circle: Building Inclusive Movements



- **Our country is polarized:** Gridlock is holding our country hostage; this book offers a clear-cut and actionable technique for having hard conversations.
- **Necessary for anyone interested in social change:** From environmental activism to civil rights, the simple methods advocated in this book can be applied to any conversation where change is desperately needed.

Publication date: May 2017

\$19.95, paperback

240 pages, 5½" x 8½"

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Digital audio ISBN 978-1-62656-899-0

Personal Growth

Rights: world

Bruno Roche and Jay Jakub

Completing Capitalism

Heal Business to Heal the World



- **Capitalism in the 21st century:** Roche and Jakub offer a new model based on deep research that completes capitalism by nurturing multiple forms of capital: human, social, and environmental as well as financial.
- **Rigorous and field-tested:** This model has been implemented in organizations in Asia and Africa and comes complete with detailed metrics to evaluate its effectiveness.

Publication date: May 2017

\$19.95, paperback

200 pages, 5½" x 8½"

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Business

Rights: world

For the past fifty years, the business world has been dominated by Milton Friedman's "financial capitalism" model, which preaches that the sole social responsibility of business is to maximize profit for distribution to shareholders. But an obsessive focus on maximizing shareholder value was a major cause of the abuses that nearly sunk the global economy in 2008. In this analytically rigorous and eminently practical book, Bruno Roche and Jay Jakub offer a vision of capitalism that focuses on measuring and managing multiple forms of capital, not just money. It's a book for businesses that want to thrive over the long term, not just into the next quarter.

There are, Roche and Jakub say, three essential elements for economic growth: the planet that provides resources, people who transform resources and add value, and profit generated by the sale of transformed resources. To be sustainably successful, a business needs to pay attention to all three. What Roche and Jakub advocate is far more than mitigating the negative effects of capitalism via CSR-style practices or philanthropic initiatives. They propose a more complete model of capitalism that delivers superior financial performance precisely *because* it mobilizes and generates human, social, and natural capital along with financial capital.

Because what gets measured gets managed, a huge part of Roche and Jakub's pioneering project is providing innovative metrics for evaluating businesses' human, social, and natural capital. And this is not just theory: they describe how the model has already delivered superior results in live business pilots in Africa, Asia, and elsewhere. Recent books like *Capital in the Twenty-First Century* have exposed shortcomings of financial capitalism, but this book goes far beyond by describing a well-developed, field-tested alternative. This pioneering initiative is also part of a larger movement involving the Said Business School at the University of Oxford and a growing number of firms and foundations eager to reform capitalism.

Bruno Roche is the chief economist of Mars, Inc., and leads Catalyst, its global thought leadership capability and internal think tank, where these ideas were first proposed. Roche also is part of the World Economic Forum.

Jay Jakub is the senior director of external research at Mars, Inc./Catalyst. He joined the Catalyst corporate think tank in 2007 and coleads with Roche this pioneering new business model initiative. He is also the author of *Spies and Saboteurs*.

Contents

Introduction: Uprooting the Dysfunctions of Financial Capitalism

1. The Expanded Meaning of Capital
2. Five Indicators for Measuring Human Capital and Well-Being at Work
3. Measuring Social Capital—How Communities Affect Growth
4. Measuring Natural Capital—Making More from Less
5. Recalibrating Financial Capital—How Mutuality Drives Profits
6. MAUA—Social and Human Capital: A Case Study
7. Coffee—Natural Capital: A Case Study
8. Remunerating the New Forms of Capital

Conclusion: Repositioning Business as a Restorative Healing Power

Peter Georgescu with David Dorsey

Capitalists Arise!

End Economic Inequality, Grow the Middle Class, Heal the Nation

"A clear-eyed assessment about the drivers of key national challenges like income inequality and shrinking economic opportunity. Georgescu offers a number of thoughtful prescriptions for change."

—Roger W. Ferguson, President and CEO, TIAA; former Vice Chairman, US Federal Reserve System; and Chairman, Conference Board

Peter Georgescu arrived in this country as a penniless Romanian refugee and rose to become the CEO of Young & Rubicam. Which is why he's so heartsick that in America today, with flat wages, disappearing jobs, and a shrinking middle class, his kind of rags-to-riches story doesn't seem possible now. But he has a message for his fellow CEOs: we're the ones who must take the lead in fixing the economy.

Marshaling deeply sobering statistics, Georgescu depicts the stark reality of America today: a nation with greater wealth inequality and lower social mobility than just about any other country in the developed world. But the problem isn't that free-market capitalism no longer works—it's that it's been hijacked by shareholder primacy. Where once our business leaders looked to the needs and interests of a variety of stakeholders—employees, community members, the business itself—now they're myopically focused on maximizing their shareholders' returns and nothing else.

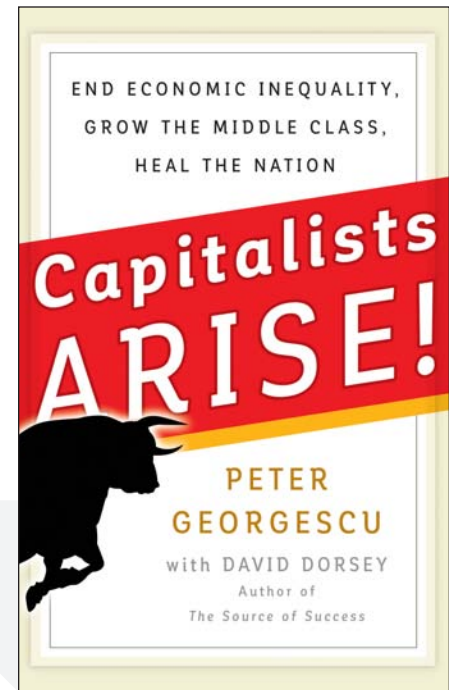
Capitalists Arise! shows how the short-term thinking spawned by shareholder primacy lies at the root of our current economic malaise and social breakdown. But Georgescu offers concrete actions that capitalists themselves can take to create a better future—pay a fair wage, build up the business instead of just the stock price, and more. The irony is that if businesses do this, shareholders will do even better. In the long run, businesses can thrive only when society is healthy and strong. This book is a manifesto calling on capitalists to heal the nation that has given them so much.

Peter Georgescu is chairman emeritus of Young & Rubicam, vice chairman of New York Presbyterian Hospital, a member of the Council on Foreign Relations, and a graduate of Princeton and Stanford. He is the author of *The Source of Success* and *The Constant Choice*.

David Dorsey is the author of *The Force*, named one of the top 100 business books of all time. He coauthored *The Source of Success* and *The Constant Choice* with Peter Georgescu and has written for a variety of publications.

Contents

1. Capitalism on the Brink
2. The Dangerous Inequality
3. The Outcome of Inequality
4. The Perfect Storm
5. Shareholder Value Gets Lean and Mean
6. The Way Forward
7. Stakeholder Value Is Already Working
8. The Time to Act Is Now



- **Unique perspective:** A critique of contemporary capitalism and a call for reform from a dyed-in-the-wool capitalist.
- **Distinguished author:** Peter Georgescu is a true American success story, a poor immigrant who rose to the heights of business and society.

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Business/Current Affairs

Rights: world

Crystal Kadakia

The Millennial Myth

Transforming Misunderstanding into Workplace Breakthroughs



- **Written by an actual millennial:** Most books on Millennials are written by non-Millennial “experts” trying to figure Millennials out; Crystal Kadakia offers a highly accomplished Millennial’s inside view.
- **Attract and engage modern talent:** Subsequent generations are going to be more like Millennials than not; by understanding the Millennial point of view, you can grow beyond today’s outdated workplace model and position your organization for the future.

Publication date: April 2017

\$18.95, paperback

192 pages, 6" x 9"

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Business

Rights: world

The word “Millennial” elicits frustration and ample eye-rolling—they’ve been called lazy, entitled, and even “the worst generation.” But Crystal Kadakia, a Millennial herself as well as an organizational development consultant and two-time TEDx speaker, says these stereotypes reflect an outdated corporate workplace model that fails to attract, engage, and retain modern talent. She argues that reframing these stereotypes is the key to creating an effective workplace for generations to come.

Kadakia emphasizes that much of Millennial behavior comes from being the first to grow up in a digital world. Understanding Millennials isn’t simply about embracing diversity; it’s about integrating today’s digitally enabled behavior into the fabric of your company culture. It’s about ensuring your company has a place in the future.

The Millennial Myth transforms five Millennial stereotypes—that they’re lazy, entitled, feedback-addicted, disloyal, and disrespectful—into modern workplace practices for leaders and managers. For example, Millennials appear not to respect authority because they approach everyone like a friend, disregarding traditional hierarchical etiquette. But Kadakia points out they’re accustomed to interacting in the egalitarian anonymity of the Internet, where all that matters is contribution. What seems like a negative is actually a positive: imagine how organizations could benefit by embracing perspectives no longer limited by hierarchy!

Each chapter features examples of how workplaces are positioning themselves for the future, a self-assessment so you can determine how modern your own organizational culture is, a list of actions you can take in ten minutes or less to update your workplace, and access to an online resource bank. *The Millennial Myth* is your insider’s guide to go from complaining about Millennials to creating an engaging and sustainable place to work!



Crystal Kadakia is the founder of Invati Consulting. She spent seven years at Procter & Gamble as an engineering manager and a learning and development manager. She has won a number of awards, such as ATD’s One to Watch, the Power 30 Under 30, and CLO’s Learning in Practice Award. She is also a Huffington Post and Human Capital Institute blogger.

Contents

Preface: The Genesis of the Book

Introduction: The Perceptions We Hold Today

1. Rebuilding the Backdrop for Millennials
2. They’re Not Lazy, They’re Redefining Productivity
3. They’re Not Entitled, They Have Entrepreneurial Spirit
4. They Don’t Need Hand-Holding, They’re Agile
5. They’re Not Disloyal, Their Purpose Is Bigger Than You
6. They Don’t Have Authority Issues, They’re Redefining Respect

Conclusion: A Millennial-Inspired World

Edward E. Lawler III

Reinventing Talent Management

Principles and Practices for the New World of Work

Edward Lawler is one of the world's most eminent organizational scholars. In this new book he identifies a comprehensive and integrated set of talent management practices that fit today's rapidly evolving workplace.

Organizations now operate in a global environment. New technologies continue to disrupt how, when, and where work is done and should be managed. The workforce is becoming more diverse. Sustainability has joined profitability as a key business goal. All of this has dramatically accelerated the pace of change, making recruiting the best talent—not simply filling positions—an overriding concern. But too many organizations still use a job-based, bureaucratic talent management approach that doesn't take into account how the world has changed. Indeed, a recent study showed that from 1995 to 2016, there was no significant change in the way HR spends its time.

Lawler says that talent management has to be reinvented. It needs to be closely linked to the organization's overall strategy. Recruitment and talent management should be driven by the skills and competencies the organization needs for long-term growth. This means talent management requires agile systems that can respond quickly to changing conditions and that take a more individualized approach to evaluating and rewarding performance. And everything talent management does has to be based on evidence, not tradition.

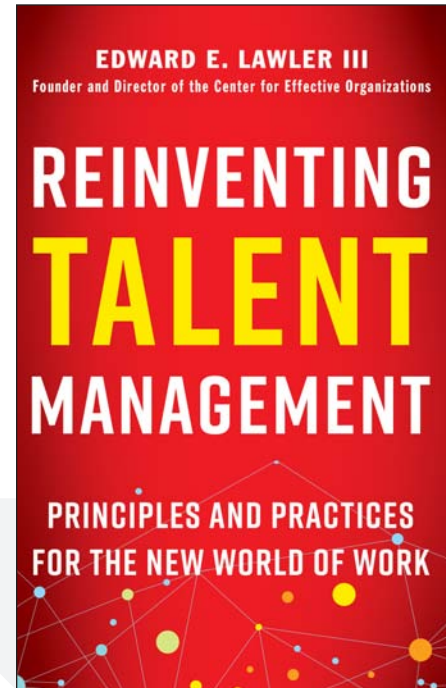
Lawler looks at attracting, selecting, developing, rewarding, managing, and organizing talent through this new lens. In today's world, organizations have to constantly reinvent themselves—and talent management must do the same.



Edward E. Lawler III is a distinguished professor of business and director of the Center for Effective Organizations in the Marshall School of Business at the University of Southern California. He has been honored as a top contributor to the fields of organizational development, human resource management, organizational behavior, and compensation. He is the author of over 400 articles and 50 books.

Contents

1. The Changing World of Work, Workers, and Organizations
2. Strategic Talent Management
3. Attracting Talent
4. Selecting Talent
5. Developing Talent
6. Rewarding Talent
7. Performance Management
8. Organizing for Talent Management
9. Talent Management Reinvented



- **The latest contribution by a leading scholar:** Edward Lawler III has had a long and distinguished career and leads one of the top organizational research organizations—who better to provide a road map for guiding talent management into the 21st century?
- **Comprehensive:** Lawler looks at how every aspect of talent management has to be reinvented to function effectively in the new world of work.

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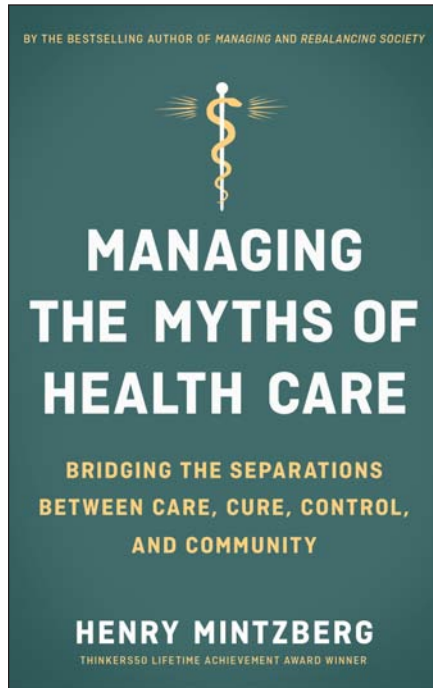
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Business

Rights: world



- **Management legend:** The *Wall Street Journal* named Mintzberg one of the top ten most influential management thinkers, and *Fast Company* said he has “one of the most original minds in management.” In 2015, Thinkers50 honored him with its Lifetime Achievement Award.
- **Iconoclastic message:** As always, Mintzberg slays sacred cows and offers brilliant unconventional solutions.

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 Health Care
 Rights: world

Henry Mintzberg

Managing the Myths of Health Care

Bridging the Separations between Care, Cure, Control, and Community

Health care costs have been rising for decades far faster than its results. In this sure-to-be controversial book, leading management scholar Henry Mintzberg turns his attention to reframing the management and organization of health care.

The problem is not management per se but a form of remote-control management that has become too prevalent. Detached from the operations yet determined to control them, it reorganizes relentlessly, measures like mad, promotes a heroic form of leadership, favors competition where more cooperation is needed, and pretends that health care should be managed like a business.

There are also problems with how health care is organized. Every organization differentiates its work into parts and then integrates these into unified wholes. But Mintzberg says, in health care, the predominance of differentiating over integrating led to excessive separations: “consulting” physicians who barely talk with one another, a preoccupation with evidence at the expense of experience and with researching cures for diseases while failing to investigate their causes, and the reducing of persons to “patients” and communities to “populations.”

Behind all this lies a form of organizing that is the source of health care’s great strength as well as its debilitating weakness. Professionals, and often administrators as well, categorize whatever they can so they can apply standardized practices. When the categories fit, this approach works. When they do not—say, a patient falls between the categories—it fails. Even more damaging can be the misfit between managers and professionals, as they pass each other like ships in the night.

After the diagnosis, Mintzberg offers the remedy. He shows how management be reframed by engaging more than detaching—that is, caring more than curing. And management can be distributed beyond just those people called managers. Health-care organizations can be reframed by encouraging collaboration to transcend competition and “communityship” to transcend leadership.

The overall message of Mintzberg’s masterful analysis is that care, cure, control, and community have to work together, within health-care institutions and across them, to deliver quantity, quality, and equality simultaneously.



Henry Mintzberg is the Cleghorn Professor of Management Studies at McGill University and the recipient of twenty honorary degrees from universities around the world. He is the author of twenty books, including *Rebalancing Society*, and 180 articles.

Adam Kahane

Foreword by Peter Block

Collaborating with the Enemy

How to Work with People You Don't Agree with or Like or Trust

We're trying to get something done that really matters to us. To do this we need to work with others. But these others include people we don't agree with or like or trust, so working with them seems impossible. What can we do?

International consultant Adam Kahane, whose work has been praised by Nobel Peace Prize winners Nelson Mandela and Juan Manuel Santos, has faced this challenge many times in working both on big issues, like economic restructuring, climate change, and civil war, and on ordinary issues within organizations and families. He has come to understand that everything we think we know about collaboration—that it requires a harmonious team that agrees on where it's going and how it's going to get there—is wrong. On the contrary, the only way to get things done with diverse others is to abandon harmony, agreement, and control and to learn to work with discord, experimentation, and genuine cocreation.

Kahane proposes a new approach to collaboration—stretch collaboration—that is built on this insight. He offers examples of how he's helped people apply it in all kinds of tough situations throughout the world. This approach requires stepping forward with openness and commitment, as in the words of poet Antonio Machado, "Walker, there is no path. The path is made by walking." Kahane's book offers a proven and practical approach to getting things done in such complex and conflictual contexts. It could not be more timely.



Adam Kahane is a director of Reos Partners, an international social enterprise that helps people move forward together on their most important and intractable issues. He has worked in more than fifty countries with executives and politicians, generals and guerrillas, civil servants and trade unionists, community activists and United Nations officials, clergy and artists. He is the author of *Solving Tough Problems, Power and Love*, and *Transformative Scenario Planning*.

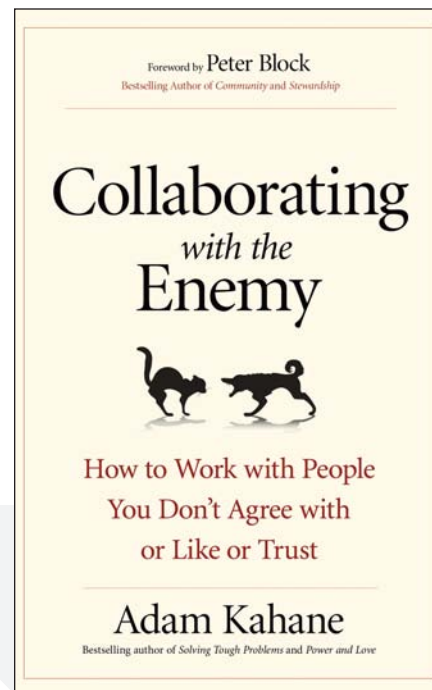
Contents

Foreword by Peter Block

Introduction: How to Work with People You Don't Agree with or Like or Trust

1. Collaboration Is Becoming More Necessary and More Difficult
2. Collaboration Is Not the Only Option
3. Conventional, Constricted Collaboration Is Becoming Obsolete
4. Unconventional, Stretch Collaboration Is Becoming Essential
5. The First Stretch Is to Embrace Conflict and Connection
6. The Second Stretch Is to Experiment a Way Forward
7. The Third Stretch Is to Step into the Game

Conclusion: How to Learn to Stretch



- **Expert author:** Adam Kahane is a veteran consultant and facilitator who has developed his new approach through working on some of the toughest economic, environmental, social, and political issues in the world, not only in the United States, Canada, and Europe, but also in Colombia, South Africa, and Thailand.
- **Unconventional collaboration for complex situations:** Kahane shows that collaborating with people we don't like, trust, or agree with requires flipping our conventional concept of collaboration on its head.

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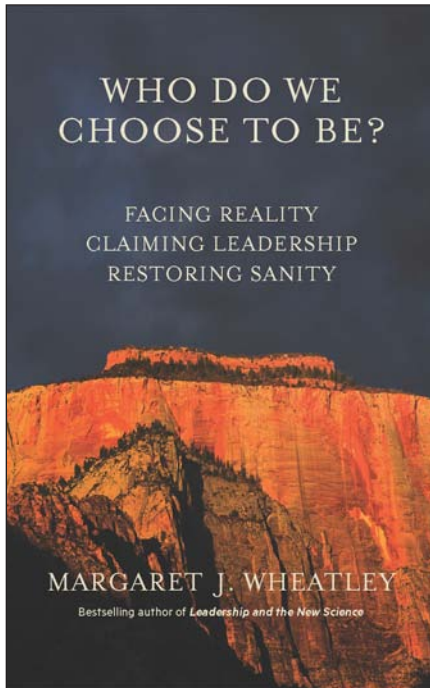
Business

Rights: world

Margaret J. Wheatley

Who Do We Choose to Be?

Facing Reality, Claiming Leadership, Restoring Sanity



- **New from a visionary, bestselling author:** Margaret Wheatley has a unique and original perspective grounded in multiple disciplines; her previous seven books have sold over 750,000 copies collectively.
- **Hard times demand sane leaders:** Facing the reality of this time, Wheatley offers inspiration and practices for leaders to create “islands of sanity” amid the chaos, places where the human spirit can still flourish.

Publication date: June 2017

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Business/Personal Growth

Rights: world

This book seeks to restore leadership as a noble profession, offering a path for leaders to engage well and sanely with the destructive dynamics of this time. Deepening the insights in her classic *Leadership and the New Science*, Wheatley uses two lenses to understand where we are and how we got here: the new science of living systems and the pattern of collapse in complex civilizations. Each of them is powerful on its own; together they offer tremendous explanatory power.

Wheatley begins each section with “What Science Teaches”—explaining a specific dynamic common to all living systems. The six dynamics explored in separate sections are time, identity, information, self-organization, perception, and interconnectedness.

Each section has several short essays. In “Facing Reality,” the two lenses of science and the pattern of collapse are used to describe the causes of many of our most troubling and disturbing personal and social behaviors, especially those of importance to leaders. Subsequent essays are organized under “Claiming Leadership” and “Restoring Sanity.” In these, Wheatley answers the question, In our current reality, what is sane leadership? She uses a combination of commentary, actual practices, quotes, and stories to bring into focus the qualities and actions that support good leadership and create “islands of sanity.”

The stories she tells of leaders with whom she’s worked are exceptionally diverse: from nuns to military commanders. But these leaders are deeply unified in how they work with people and partner with life. In the concluding chapters, she brings in her current work, calling on us to develop the qualities of compassion, insight, and presence as “warriors for the human spirit,” creating workplaces and communities where people can still be generous, creative, and kind.



Margaret J. Wheatley has served as a consultant, speaker, and senior advisor since 1973, working with almost all types of organizations and people on all continents (except Antarctica). She is president of the Berkana Institute, a global nonprofit she cofounded in 1991. She has served as full-time graduate management faculty for two universities and received numerous awards and honors, including induction in the Leadership Hall of Fame. She is the author of eight books.

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What This World Needs

Opening

1. The Arrow of Time: Everything Has a Beginning, a Middle, and an End
2. Identity: Living Systems Change in Order to Preserve Themselves
3. Information: It's Better to Learn Than to Be Dead

4. Self-Organization: Order for Free

5. Perception: What You See Is All You Get

6. Interconnectedness: Nothing Living Lives Alone

7. Who Do We Choose to Be?

8. No Matter What

Coda: When There Is No Reality

Dianna Booher

Communicate Like a Leader

Connecting Strategically to Inspire, Coach, and Get Things Done

"People don't leave an organization; they leave a boss" has become a truism for good reason. Often, the boss causing the retention problem has moved from buddy to bully unintentionally. People often get promoted from supervisor to manager or from manager to senior executive with brilliant technical skills but without the accompanying leadership and communication skills for the job. They focus on tactics, not strategy. As a result, these bosses are stuck in micromanagement mode.

Grounded in extensive research, this book provides principles to help professionals think, coach, converse, speak, write, meet, and negotiate strategically to deliver results. This book prevents micromanagement before it happens by providing the right leadership communication skills. In thirty-six very brief chapters, the book offers leaders help to communicate ideas, vision, and initiatives strategically in various formats and settings to audiences up and down the organization.

Depending on how you communicate, you will either clarify or confuse, motivate or demoralize, engage or enrage employees. This book offers expert guidance so leaders can communicate strategically and fulfill their most essential responsibilities.



Dianna Booher is CEO of Booher Research Institute and the author of forty-seven books, which have collectively sold almost 4 million copies. Her clients include nine of the ten largest corporations in America and more than one-third of the Fortune 500 companies. She was featured on *Successful Meetings* magazine's list of "21 Top Speakers for the 21st Century," and has been inducted into the Speaker Hall of Fame by the National Speakers Association.

Contents (Partial)

Strategic Leadership: Think Long-Term Investment in People and Payoff

1. Know the Difference between Communicating as a Leader and as a Manager
2. Have an Answer for the ONE Question You Must ALWAYS Get Right

Strategic Conversations: Connect with Intent

16. Be Intentional about Your Communication Standards
17. Be a Leader Who Laughs

Strategic Negotiations: Look for Mutual Opportunities

21. Determine Your Goals, Value, and Walk-Away Point
22. Adopt Strategic Negotiation Practices

Strategic Speaking: Persuade Minds and Win Hearts

24. Increase Your Executive Presence
25. Dump Your Data to a Storyline

Strategic Writing: Write to the Point

29. Let Them See How You Think
30. Trust the TA-DA Template™

Strategic Meetings: Deliver Results When You Meet

32. Consider a Meeting before the Meeting
33. Plug Power into Your Agenda



- **Dynamic author:** Dianna Booher is an award-winning speaker and widely published writer and researcher on communication and leadership.
- **Designed for busy leaders:** This book features bite-sized, focused, practical chapters outlining skills a leader can use every day in meetings, presentations, negotiations, writing, and one-on-one conversations.

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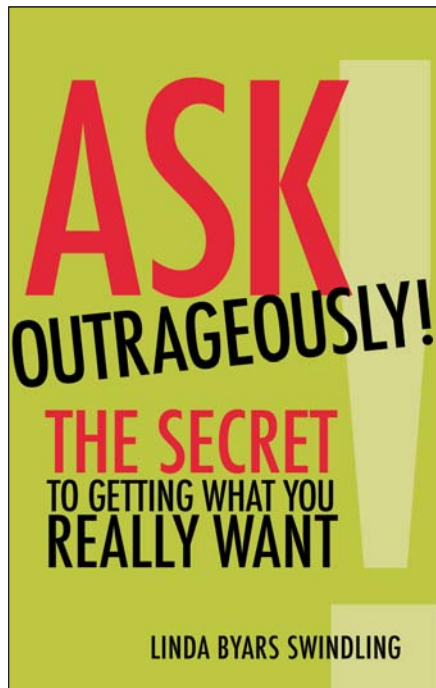
Business

Rights: world

Linda Byars Swindling

Ask Outrageously!

The Secret to Getting What You Really Want



- **Expert author and speaker:** Swindling is a nationally recognized negotiation expert and a sought-after, award-winning speaker
- **Research-based and profoundly practical:** Filled with practical resources, this book is based on Swindling's research on the asking practices of more than 1,000 people and her experiences as a former attorney and a business owner and her work with leaders and chief decision makers.

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Negotiation

Rights: world

Do you ask for what you want? Or do you simply take what you are given?

There is magic in asking. The strongest relationships, top sales groups, and most successful businesses have one thing in common: people who possess the courage to feel the fear and still ask for what they want. People who ask outrageously.

Asking outrageously doesn't mean being obnoxious or taking advantage of others. Instead, it means not compromising. When Linda Swindling was an attorney, she had no problem making strong requests on behalf of her clients. But when it came to asking for her own benefit, she stalled. And she realized she wasn't alone. "I was curious and furious that the people I care about often go overlooked and unrewarded for their efforts and talents," she writes.

Swindling based this book on twenty-five years of experience in helping people make high-stakes requests and achieve outrageous outcomes in negotiations, sales, business launches, raises, promotions, and even marriage proposals. The book is supported by original research conducted with more than 1,000 people from a variety of backgrounds. Participants delved deeply into the reasons they didn't ask for more and the good things that happened when they did. The findings revealed reasons people say no to requests and how to dramatically improve your chances they will say yes to yours.

Backed with principles, strategies, and action-based checklists, the book even has an assessment to evaluate how well you ask and where to focus. Each chapter offers simple, proven approaches designed to help you upgrade your requests to be outrageous. Whether you are a professional looking for a bigger opportunity, an entrepreneur striving to build your business, a nonprofit seeking funding, or simply a parent or friend wanting more fulfilling relationships, it's time to ask outrageously!



Linda Byars Swindling, JD, is a "recovering" attorney, negotiation expert, and strategic consultant. She is a Certified Speaking Professional, a Board Certified Coach, and the president of Journey On, an executive development company. Her clients include MetLife, Ericsson, and the American Heart Association. She is the author of several books, including *The Manager's High-Performance Handbook* and *Stop Complainers and Energy Drainers*.

Contents

Introduction: Ask Outrageously

How to Get Outrageous Results from this Book

Assessment: How Well Do You Ask?

1. Proof You Should Ask Outrageously
2. Show up Powerfully
3. The Right Focus
4. What's in It for Them?
5. Trust and Respect

6. Ask Everywhere—All the Time

7. Blocks

8. Asking for Others

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10. Tailor Your Ask

11. Calm under Pressure

12. Outrageous Results

A Final Note

Jennifer R. Farmer

Extraordinary PR, Ordinary Budget

A Strategy Guide

Ineffective branding and public relations have the potential to sink or sabotage any small business or mission-driven organization, but such organizations often think they simply can't afford PR. Jennifer R. Farmer shows that even cash-strapped organizations can build a robust PR apparatus on a shoestring budget—they just need to be credible, creative, responsive, and relentless (CCRR).

Farmer's CCRR framework requires attentiveness but yields valuable results. For example, Farmer suggests getting creative to find an alternative to the traditional press release, such as infographics or even short videos, which are inexpensive, attention-getting, and more apt to get shared on social media. And being responsive to the media environment costs nothing but can greatly magnify the effectiveness of your pitch. For example, in April 2014 Farmer had an incredible video about Kiera Wilmot, a high school honor student who was charged with a felony for making a science-project volcano. She held the video until June, knowing it would have much more impact when the media was looking for unique, school graduation-related stories.

Particularly for mission-driven organizations, honing your message and strengthening your media presence dictates the success of the enterprise and ultimately the impact of the work. Simply raising awareness of your issue is half the battle. This book teaches readers that PR is more than getting media hits and high-profile placements—it's an essential component of organizational development. Jennifer R. Farmer shows you how to build a cost-effective communications strategy that will help you break through in an information-overloaded world.

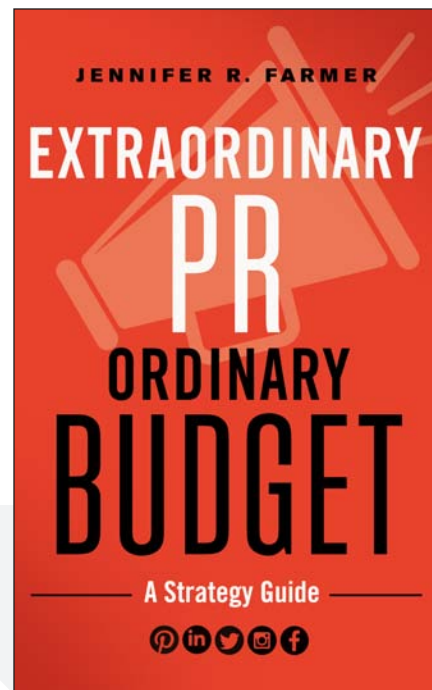


Jennifer R. Farmer is the managing director for communications at PICO National Network, where she recruits, hires, and manages traditional communications and digital media staffers. Farmer's clients, partners, and board members have been featured in leading print, digital, and broadcast media outlets, including the *New York Times*, the *Wall Street Journal*, the *Washington Post*, Politico, Al Jazeera America, MSNBC, *Real Time with Bill Maher*, and *The Rachel Maddow Show*.

Contents

1. The Case for Communications
2. Be Credible
3. Be Creative
4. Be Responsive
5. Be Relentless
6. Social Media on an Ordinary Budget
7. PR Tactics on an Ordinary Budget
8. Crisis Communications

Conclusion: Leading in the Midst of Fear Using the Four Principles



- **Focuses on impact:** When you are spearheading social change efforts or starting a business, your message *is* your impact. Farmer knows firsthand that building strong media campaigns can attract public interest to support meaningful causes.
- **Expert author:** Jennifer R. Farmer is a seasoned and successful public relations professional who regularly achieves placements in the nation's most prominent publications, all on a nonprofit budget.

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Business

Rights: world

BKpedia Update

BKpedia, our recently-launched ebook digital subscription service, continues to add features, partners, and customers.

BKpedia Makes Noise

We now have the ability to include audiobooks along with standard e-books in BKpedia. We'll be adding a portfolio of audiobooks in the first quarter of 2017. This greatly expands the kinds of resources we can offer. And because different people absorb information in different ways, it makes BKpedia an even more powerful learning resource.

Sounds True Sounds Great

It's definitely timely that BKpedia now includes audiobooks, because Sounds True, the innovative inspirational multimedia publisher, will be making their ebooks available for inclusion in BKpedia.

Jaime Schwald, Sounds True's Associate Publisher, said "Sounds True is delighted to be part of Berrett-Koehler's innovative BKpedia subscription service, and to serve a segment of the market outside of our usual scope with some of our business and personal development titles."

A Satisfied Customer Sounds Off

We were delighted to receive these kind words about BKpedia from the director of a distinguished university library:

"We have been very happy with BKpedia. Through this platform, we have been able to build a strong collection of ebooks that may be freely used by the University of Michigan community in a manner that they would like."

—Corey Seeman, Director, Kresge Library Services, Stephen M. Ross School of Business, University of Michigan

Forty-Nine Bestsellers

Berrett-Koehler books keep selling year-after-year, testifying to their enduring value. Forty-nine of our titles have sold more than 100,000 copies (including sales of all U.S. and foreign editions in all formats) and three have sold well over a million copies.

Title	Copies sold	Foreign language translations
Leadership and Self-Deception	1,650,000+	32
Eat That Frog!	1,600,000+	42
Confessions of an Economic Hit Man	1,400,000+	33
Love 'Em or Lose 'Em	700,000+	23
The Secret	575,000+	28
Repacking Your Bags	560,000+	18
Goals!	540,000+	30
Empowerment Takes More Than a Minute	400,000+	18
The Anatomy of Peace	400,000+	16
Leadership and the New Science	390,000+	18
A Peacock in the Land of Penguins	375,000+	23
Full Steam Ahead!	285,000+	21
The Five Secrets You Must Discover Before You Die	270,000+	19
Change Your Questions, Change Your Life	230,000+	17
Managing By Values	225,000+	19
The 100 Absolutely Unbreakable Laws of Business Success	220,000+	27
The 21 Success Secrets of Self-Made Millionaires	220,000+	23
A Complaint Is a Gift	215,000+	20
The Power of Purpose	200,000+	14
Stewardship	190,000+	5
How to Get Ideas	190,000+	21
Synchronicity	180,000+	15
Leadership from the Inside Out	180,000+	4
I Moved Your Cheese	170,000+	24
No More Regrets	165,000+	8
Change Is Everybody's Business	155,000+	8
Affluenza	155,000+	8
Be a Sales Superstar	155,000+	21
Know Can Do!	155,000+	15
The Referral of a Lifetime	155,000+	10
When Corporations Rule the World	150,000+	20
The Hamster Revolution	150,000+	11
The Laws of Lifetime Growth	150,000+	14
Managers As Mentors	140,000+	10
On-the-Level	130,000+	5
Getting Things Done When You Are Not in Charge	130,000+	12
Go Team!	130,000+	12
The Serving Leader	130,000+	7
Flight Plan	125,000+	22
Prisoners of Our Thoughts	120,000+	20
Turning to One Another	120,000+	9
Shifting Sands	120,000+	4
Love It, Don't Leave It	110,000+	16
Managing	110,000+	16
Great Leaders Grow	105,000+	12
301 Ways to Have Fun at Work	100,000+	9
Humble Inquiry	100,000+	13
Networking for People Who Hate Networking	100,000+	11
Managers Not MBAs	100,000+	12

BK Celebrates Our 25th Anniversary!

Berrett-Koehler is twenty-five years young in 2017! Hitting this milestone has made us a little nostalgic. So below is a look at some of the key milestones in our quarter-century journey:

June 22, 1991

Steve Piersanti begins circulating “Vision and Plan for a New Publishing Business.”

January 8, 1992

Berrett-Koehler Publishers is incorporated.

January 1992 BK hires its first employee, Pat Anderson.

BK opens its first office: 155 Montgomery Street.

February 3, 1992 BK receives its first check: \$25.95 for a prepublication order of *Leadership and the New Science*.

May 1992 The first BK book club selection is: *Getting Things Done When You Are Not in Charge* by Book-of-the-Month Club.

May 23, 1992 BK exhibits at the American Booksellers Association conference (now called Book Expo America).

May 29, 1992 BK exhibits at ASTD for the first time.

June 1992 *Leadership and the New Science*, our first bestseller, is published.

November 1992 First BK translation: *Leadership and the New Science* in German.

August 1994 BK is named one of *CIO* magazine’s “CIO 100” companies and profiled in the magazine.

January 25, 1996

The first BK Community Dialogue is held.

1998 BK attends Guadalajara Book Fair.

February 1999 First meeting of the Berrett-Koehler Authors Council.

October 1999 First BK Authors Retreat is held.

April 2000 The first BK Future Search is held.

2000 Our website, bkconnection.com, is launched.

BK produces its first ebooks.

June 2001 Berrett-Koehler receives the Spirituality in Business award from the Association of Unity Churches.

May 2003 Steve Piersanti receives the Champion of Workplace Learning and Performance Award from ASTD.

November 5, 2004 The first BK Book Marketing Workshop is held.

Steve Piersanti publishes the first version of *The 10 Awful Truths about Book Publishing*, which he updates annually.

November 6, 2004 The Positively M.A.D. Conference is held.

January 23, 2005 *Confessions of an Economic Hitman* becomes our first *New York Times* bestseller.

Fall 2005 The BK Currents agenda is launched.

October 2005 The BK Authors Cooperative is organized (superseding the BK Authors Council).

Spring 2006 The BK Life agenda is launched.

Winter 2006 BK receives a Stakeholder Accountability Award from *Corporate Responsibility Officer* magazine.

September 2007 BK attends the Beijing Book Fair for the first time.

Fall 2007 The *BK Communiqué* newsletter is launched.

The BK Business agenda is launched.

February 2008 The second BK Future Search is held.

October 2008 BK receives an International Spirit at Work award from the International Center for Spirit at Work.

April 2010 BK is one of the first seven publishers in the iBookstore.

June 2010 The BK Community website is launched.

November 2010 *The Power of Purpose* is the first enhanced ebook in the iBookstore from any publisher.

Fall 2011 *Confessions of an Economic Hit Man* becomes our first million-copy seller.

December 2011 Total sales for the company since 1992 top \$100 million.

November 2011 BK is the second book publisher in the world to become a Certified B Corp, signifying that it meets rigorous standards of corporate, social, and environmental performance.

April 4, 2012 Gujarati becomes the 50th language into which BK books have been translated.

July 19, 2012 BK’s 20th Anniversary Celebration is held in San Francisco.

June 6, 2013 The Berrett-Koehler Foundation is incorporated as a nonprofit public benefit corporation.

June 2013 BK Makes the Future strategic planning event is held.

July 2013 BK signs its 50th digital distribution partner.

October 2013 BK receives the “Organizational Excellence in OD Award” from the Organization Development Network.

July 16, 2014 The Berrett-Koehler Foundation receives 501(c)(3) tax-exempt status from the IRS.

July 19, 2014 The Berrett-Koehler Foundation holds its first public event, a Leadership Exchange, which becomes one of its signature programs.

September 2014 BK moves from San Francisco to 1333 Broadway, Suite 1000, at Oakland City Center.

Spring 2015 BKpedia (a digital subscription service) is launched.

The BK Expert Directory is launched on the new and upgraded BK website.

October 2015 BK becomes a California Benefit Corporation—legally obligating it to prioritize specified public benefits, stakeholder benefits, accountability,

and transparency—and is the first book publishing company in the world to be both a B Corp and a Benefit Corporation.

January 2016 BK begins paying interns, breaking with the common practice in publishing companies of having non-paid internships.

BK begins publishing its own audiobook editions of nearly all new BK titles.

Spring 2016 BK passes 600 titles published, 200 titles with over 20,000 copies sold, 2 titles with over 1.5 million copies sold, 2,500 translation rights sales, and 800 other subsidiary rights sales.

June 2016 *Foreword Reviews* names BK as the 2015 Indie Publisher of the Year, the top national award honoring independent book publishers.

September 2, 2016 BK begins live-streaming Author Day lunch presentations on Facebook Live.

October 2016 BK is named one of “The Best and Brightest Companies to Work For” in the San Francisco Bay Area by the National Association for Business Resources.

October 14, 2016 The Berrett-Koehler Constitution is ratified by the four BK organizations: Berrett-Koehler Publishers, Inc.; The Berrett-Koehler Group, Inc.; Berrett-Koehler Authors, Inc.; and the Berrett-Koehler Foundation.

The Constitution Is Ratified!

On October 24, 2016 the Berrett-Koehler Constitution was officially ratified by official representatives of each of the four founding organizations: the Berrett-Koehler Group, Inc.; Berrett-Koehler Publishers, Inc.; Berrett-Koehler Authors, Inc.; and the Berrett-Koehler Foundation.

This capped a ten-month process during which drafts of the proposed constitution were written and reviewed by staff members and board members of each BK organization, with input from other BK community members as well. So the final result was indeed a collective effort.

As our CEO, Steve Piersanti, has written, “The purposes of the Berrett-Koehler Constitution are to clarify and codify what ‘Berrett-Koehler’ stands for, to detail the commitments that all BK organizations agree to embrace, and to define the relationships among the several organizations that are currently using the Berrett-Koehler name and might wish to do so in the future. The Constitution is also intended to increase the probability that BK’s unique mission, values, and commitments will be put into daily practice in current and future BK organizations and will continue to be followed by succeeding generations of BK community members.

“This Berrett-Koehler Constitution is another of Berrett-Koehler’s path-breaking initiatives that we hope will not only strengthen Berrett-Koehler organizations but also provide a model for other organizations to follow. We recognize that the Constitution is an incomplete framework that will need to be further filled in and improved over the years through the amendment process that is specified in the document.”

Below we reproduce two sections of the Berrett-Koehler Constitution—the full document can be read here: <https://www.bkconnection.com/berrett-koehler-constitution>.

Declaration

We are embarked together on a journey to do the seemingly impossible—to create a world that works for all. No road map exists for this journey, so we are drawing one as we go, marker-by-marker.

We begin with the core values of stewardship, quality, partnership, inclusion, and sustainability—our signposts for what we mean by “a world that works for all” and our guides for how to get there. We seek to create organizations and communities that embody these values in their daily functioning while also promoting these values in many ways around the world.

This congruence—between ends and means, between what we say and what we do, between our aspirations and our actions, between our values and our structures—is at the heart of who we are.

When we use the name “Berrett-Koehler,” we refer simultaneously to an idea of what is possible in the world, to our values and commitments, to communities striving together to make a positive difference, and to organizations amplifying many

people’s creative efforts. In using this name, we accept a deep responsibility to act in accordance with our mission and values for the benefit of the whole—our communities, organizations, the earth, and all living things—rather than primarily in our own self-interest. We elevate the quality and dignity of human relationships above individual gain.

We believe that to truly create a better world, action is needed at all levels: societal, organizational, and individual. We seek to change the underlying beliefs, mindsets, institutions, and structures that keep generating the same cycles of problems, no matter who our leaders are or what improvement programs we adopt.

To help us understand and live by these ideals, we are establishing foundational agreements, including a Berrett-Koehler Constitution—each a living document, subject to ongoing refinement as we grow in experience and capacity. Our journey is a bold experiment, one that will emerge over generations of contributions by multitudes of BK community members and friends.

Commitments

The purposes of this Constitution are to clarify and codify what “Berrett-Koehler” stands for, to detail the commitments that all BK Organizations agree to embrace, and to define the relationships among the various BK Organizations. It is also intended to increase the probability that BK’s unique mission, values, and commitments will be put into daily practice in current and future BK organizations and will continue to be followed by succeeding generations of BK community members.

Mission and Values

Each BK Organization articulates its own individual mission. A central element of that mission includes “Creating a World That Works for All.” For example, the mission of Berrett-Koehler Publishers, Inc., is “Connecting People and Ideas to Create a World That Works for All.”

Similarly, each BK Organization articulates its own individual values to support its mission. In defining what “Creating a World That Works for All” means and how it should inform daily practice, each BK Organization includes stewardship, quality, partnership, inclusion, and sustainability among its core values, generally in accordance with the following descriptions of these values.

Stewardship. We act as stewards or trustees—serving the interests of others and the whole—rather than acting as self-serving owners in administering the wealth, powers, privileges, and other resources entrusted to us. We emphasize choosing service over self-interest, sharing responsibility for the whole, seeking the common good of our communities and society, and consuming only what we need.

Quality. Individually and collectively, we develop and use to our fullest ability the talents, capabilities, financial means, and other resources we now have and might develop. We are continually learning, growing, and progressing. We give our

best efforts and performance. We take initiative to meet needs and make the most of opportunities. We create systems to do our work and serve others well. We add value in all we do.

Partnership. We accomplish our objectives and relate to others—including adversaries, subordinates, and the disadvantaged—through collaboration, invitation, dialogue, respect, openness, integrity, mutualism, and other dimensions of a partnership relationship rather than through compulsion, force, coercion, violence, or other manifestations of a hierarchical relationship. We are transparent toward all in our intent, decision making, structures, and policies. We seek to abolish class systems (wherein one group has enduring structural advantages over another group) in all areas of our organizations and communities, including ownership, wealth, belonging, power, accountability, compensation, and access to information and resources.

Inclusion. We value the many kinds of differences and similarities among people to foster inclusivity and diverse perspectives in how we work together and operate our organizations. We invite all voices to be heard, actively listen to others’ perspectives, and strive to include underrepresented people and underrepresented perspectives. We foster a sense of belonging in a manner that allows everyone to feel respected and valued. We seek to abolish in our organizations and communities discrimination based on race, ethnic origin and identity, class, gender, gender identity, sexual orientation, age, disability, body size, nationality, language, religion, political beliefs, marital status, and other kinds of differences.

Sustainability. We follow individual and collective practices that are sustainable over the long term for our personal wellbeing, organizational fiscal and social responsibility, and community and environmental health. Our work supports establishing lifestyles, institutions, organizations, communities, economic systems, natural resource use, and other ways of living and interacting that are sustainable for generations going forward.

Ordering Information

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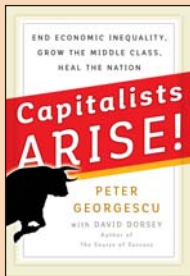
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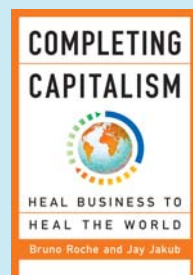
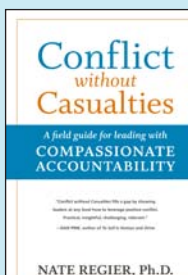
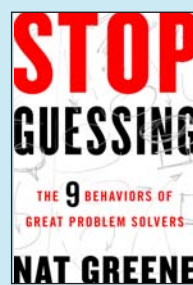
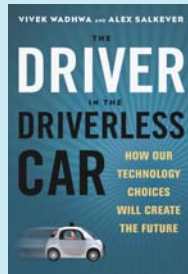
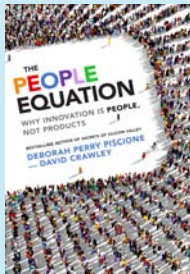
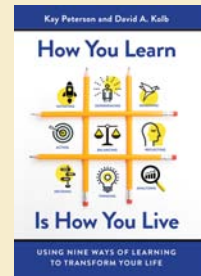
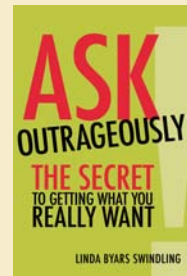
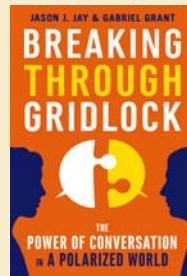
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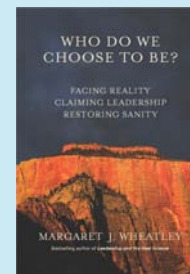
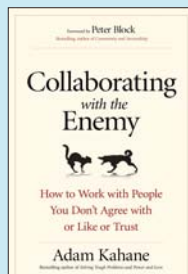
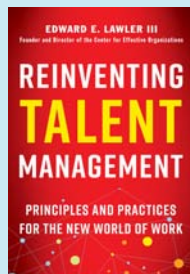
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