



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

## Dear Reader,

We are continually seeking new ways to advance Berrett-Koehler's mission of "Connecting People and Ideas to Create a World That Works for All." The "News" section of the catalog describes how we are doing this through our new website and through our new digital subscription service, BKpedia.

Another way we are advancing BK's mission is the new Berrett-Koehler Foundation, which is an independent 501(c)(3) nonprofit organization (http://www.bkfoundation.org). The Foundation emphasizes two-way multigenerational learning so that young, emerging, and experienced leaders learn from each other. Among the Foundation's programs are the following:

- BK Leadership Exchange. This half-day event brings together highly diverse groups of young and emerging leaders with experienced leaders (including BK authors) to learn about leadership from each other in a fun, creative, musical, highly interactive way. Participants both learn about new leadership approaches and experience them in action at the event. If you are interested in learning about this event or possibly helping organize one in your community, please email me at spiersanti@bkpub.com.
- Experiential Exchanges. These are short-term (as little as one day) cross-generational learning experiences to foster personal leadership development in service of larger organizational, community, and global systemic change. The goal in every case is for young and emerging leaders and experienced leaders to learn from each other. Experiential Exchanges can take a variety of forms, including the two types below and other types that participants invent to meet their own individual needs:

One-Day Shadowing. A young leader shadows an experienced leader and/or an experienced leader shadows a young leader for hours to observe and learn from how the other goes about structure, communication, time management, and the like in the course of daily work. The two leaders have at least one conversation beforehand to prepare and at least one conversation afterward to discuss what each learned.

Experiential Mentoring. A young leader and an experienced leader have several hours of meetings and/or telephone/Skype conversations over several weeks to discuss leadership responsibilities on which either would like new ideas and perspectives.

If you might be interested in participating in an Experiential Exchange or learning more about this program, please email me at spiersanti@bkpub.com.

We appreciate the many BK readers and authors who have helped support the Berrett-Koehler Foundation. We hope that you will continue to do so.

All the best,



Steven Piersanti President and Publisher

## **New Titles for Spring 2015**

Anatomy of Peace	1
Sustainable Happiness	2
Rebalancing Society	3
Change the Story, Change the Future	4
The Orbital Perspective	5
Refire! Don't Retire	6
A Peacock in the Land of Penguins,	
20th Anniversary Edition	7
You, Unstuck	8
The Resilient Investor	9
Leadership for a Fractured World	10
Trust and Betrayal in the Workplace,	
Third Edition	11
Your Leadership Story	12
Dare to Serve	13
The Confidence Myth	14
What's Your Future Worth?	15
Chess Not Checkers	16
Got Your Attention?	17
Singletasking	18
Hidden Strengths	19
Pro-Voice	20
The Sisters are Alright	21
Hello Stay Interviews, Goodbye Talent Loss	22
The Disciplined Leader	23
When Corporations Rule the World,	
20th Anniversary Edition	24
Intelligent Disobedience	25
Dialogic Organizational Development	26
Performance Consulting, Third Edition	27
Berrett-Koehler News	28
Ordering Information	32

ON THE COVER: Cover art: Adee Roberson Cover photo: Jamel Shabazz



## The Arbinger Institute

# The Anatomy of Peace

## **Resolving the Heart of Conflict**

# Expanded Second Edition of the International Bestseller by the Authors of *Leadership and Self-Deception*

Like *Leadership and Self-Deception*, The Arbinger Institute's first book, *The Anatomy of Peace*, has become a worldwide phenomenon—not because of a media blitz, movie tie-in, or celebrity endorsement, but because readers have enthusiastically recommended it to colleagues, relatives, and friends.

The Anatomy of Peace asks, What if we unwittingly perpetuate the very conflicts we think we are trying to solve? Through an intriguing story we learn how and why we contribute to the divisions and problems we blame on others and the surprising way that these problems can be solved. Yusuf al-Falah, an Arab, and Avi Rozen, a Jew, each lost his father at the hands of the other's ethnic cousins. The Anatomy of Peace is the story of how they came together, how they help warring parents and children come together, and how we too can find our way out of the struggles that weigh us down.

This second edition includes new sections enabling readers to go deeper into the book's key concepts; access to free digital study and discussion guides; and information about The Reconciliation Project, a highly successful global peace initiative based on concepts in *The Anatomy of Peace*.

The Arbinger Institute is an international training and consulting firm that is recognized as a world leader in the areas of leadership, team building, conflict resolution, crisis management, culture change, and culture integration. Arbinger's clients range from individuals who are seeking help in their lives to many of the largest companies and governmental institutions in the world.

## Contents

## Part I: The Heart of Peace

- 1. Enemies in the Desert
- 2. Deeper Matters
- 3. Peace in Wartime
- 4. Beneath Behavior
- 5. The Pattern of Conflict
- 6. Escalation
- 7. The Right Thing and the Right Way

## Part II: From Peace to War

- 8. Reality
- 9. The Beginning of an Idea
- 10. Choosing War
- 11. A Need for War
- 12. Germs of Warfare
- 13. More Germs of Warfare
- 14. The Path to War

## Part III: From War to Peace

15. Apologies

- 16. A Gift in Wartime
- 17. Marching Bootless
- 18. Surrender
- 19. Locating the Peace Within
- 20. Finding Outward Peace
- 21. Action

## Part IV: Spreading Peace

- 22. A Strategy of Peace
- 23. Lessons
- 24. Peace on Mount Moriah

The Arbinger Diagrams

Going Deeper: The Four Styles of

Justification

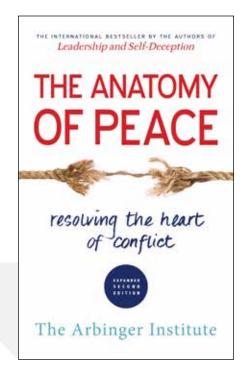
Going Deeper: Getting Out of the Box

Becoming a Facilitator

How to Get Involved with The

Reconciliation Project

Anatomy of Peace Study Resources



New edition of a perennial bestseller:

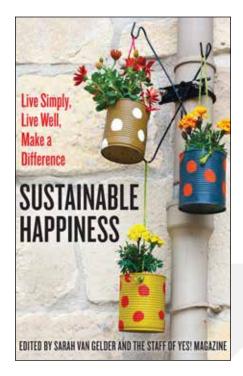
The first edition of *The Anatomy of Peace* sold over 320,000 copies and has been translated into fourteen languages.

 Revised and expanded: This second edition has been revised and refined and includes several brand-new sections, including "Going Deeper: The Four Styles of Justification" and "Going Deeper: Getting Out of the Box."

Publication date: July 2015 \$17.95, paperback, 288 pages 5½" x 8½" ISBN 978-1-62656-431-2

PDF ebook ISBN 978-1-62656-432-9

Personal Growth Rights: world



- Top authors: With contributions by writers like Annie Leonard, Matthieu Ricard, and Vandana Shiva, this book features some of the most insightful and eloquent thinkers on the eternally fascinating subject of the meaning of happiness.
- Redefines happiness: The book argues that true happiness is sustainable not only for individuals but also for society and the planet.

Publication date: January 2015 \$16.95, paperback, 168 pages  $5\frac{1}{2}$ " x  $8\frac{1}{2}$ " ISBN 978-1-62656-329-2 PDF ebook ISBN 978-1-62656-330-8 Personal Growth Rights: world

# Edited by Sarah van Gelder and the staff of YES! Magazine

# Sustainable Happiness

## Live Simply, Live Well, Make a Difference

We're bombarded by messages telling us that more, bigger, and better things are the keys to happiness. In this much-needed volume, Sarah van Gelder and her colleagues at YES! Magazine marshal fascinating research, in-depth essays, and compelling personal stories that lead to a life-altering conclusion: what makes us truly happy are the depth of our relationships, the quality of our communities, the contribution we make through the work we do, and the renewal we receive from a thriving natural world. The authors offer creative ways to cultivate a happiness that is sustainable in every sense: one that is nurturing, enduring, just, and life affirming for individuals, society, and the earth.



**Sarah van Gelder** is the cofounder and editor in chief of *YES! Magazine* and YesMagazine.org, both dedicated to building a more just, sustainable, and compassionate world. Sarah frequently speaks and is interviewed on radio and television on leading-edge innovations that show that not only is another world possible, it is being created.

### Contents

## Part 1: What We Know about Real Well-Being

- 1. The Movement to Live More Simply Is Older Than You Think, Roman Krznaric
- 2. 10 Things Science Says Will Make You Happy, Jen Angel
- 3. Who Pays the Price for Cheap Stuff? Annie Leonard
- 4. Why Everyone Is Happier in More Equitable Societies, *Brooke Jarvis with Richard Wilkinson*
- 5. We Are Hardwired to Cooperate and Share, Eric Michael Johnson
- 6. Why Saying Hello Matters, Akaya Windwood

## Part 2: The Practice of Happiness (or, How You Can Get Some)

- 7. This Is Your Life—Show Up for It Mindfully, Matthieu Ricard
- 8. Give Yourself a Break: Take a Tech Sabbath, Erika Kosina
- 9. Kick Your Addictions, Return to Intimacy, Dan Mahle
- 10. Stop Worrying and Find Work You Love, Roman Krznaric
- 11. Follow Your Calling (Even When It Scares You), Shannon Hayes
- 12. Share Meals with Loved Ones, Katherine Gustafson
- 13. Choose Gratitude, Jeremy Adam Smith

## Part 3: Sustainable Happiness and the Beloved Community

- 14. The Story of Your Gift, Puanani Burgess
- 15. Heal, Don't Punish, Fania Davis
- 16. The Hidden Treasures in Your Neighborhood, John McKnight and Peter Block
- 17. How to Design Your Neighborhood for Happiness, *Jay Walljasper* Five Ways to Meet Your Neighbors, *Ross Chapin*
- 18. Lessons in Gratitude from a Pay-It-Forward Restaurant, Pavithra Mehta
- 19. Everything I Need to Know about Happiness, I Learned in the Forest, *Vandana Shiva*

The Wild Geese, Wendell Berry

Conclusion: 10 Ways Sustainable Happiness Can Change the World

## Henry Mintzberg

# **Rebalancing Society**

## Radical Renewal Beyond Left, Right, and Center

Our world is out of balance, says Henry Mintzberg, and the consequences are proving fateful: the degradation of our environment, the demise of our democracies, and the denigration of ourselves, with greed having been raised to some sort of high calling. But we *can* set things right.

Mintzberg argues that a healthy society is built on three balanced pillars: a public sector of respected governments, a private sector of responsible enterprises, and what he calls a plural sector of robust voluntary associations (nonprofits, NGOs, etc.). Communism collapsed because the public sector was overbearing—balance triumphed in 1989, not capitalism. But that misunderstanding has led to the private sector becoming overbearing in many countries, especially the United States, and this imbalance is wreaking havoc.

Many governments are now so co-opted by their private sectors that they won't be able to lead the process of renewal. And corporate social responsibility, however laudable, cannot compensate for the corporate social irresponsibility we see all around us. So Mintzberg offers specific ideas for strengthening the plural sector, which has the inclination and the independence to lead radical renewal by challenging unacceptable practices and developing better ones. This means change must be led not by some "them" but by each of us and all of us—if we care about our planet and our progeny.

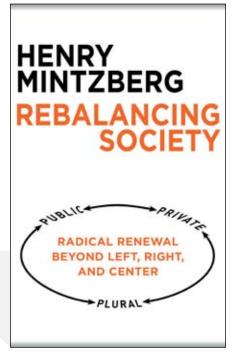


Henry Mintzberg is the Cleghorn Professor of Management Studies at McGill University in Montreal, Canada. He has won numerous awards from prestigious business, government, and academic institutions and is the author of the bestselling books Simply Managing, The Rise and Fall of Strategic Planning, Managers Not MBAs, and Mintzberg on Management.

## **Contents**

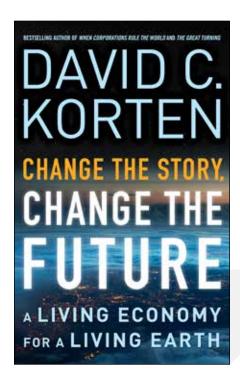
The Basic Point

- 1. The Triumph of Imbalance
- 2. From Exploiting Resources to Exploring Our Resourcefulness
- 3. Three Pillars to Support a Balanced Society
- 4. Radical Renewal
- 5. You, Me, and We in This Troubled World



- Leading thinker: Henry Mintzberg is "perhaps the world's premier management thinker," according to Tom Peters; one of the world's ten most influential management thinkers according to the Wall Street Journal; and the author of several management bestsellers.
- Enough! Imbalance is destroying our democracies, our planet, and ourselves. This book presents a way forward that can bring concerned people from the left and right together for the renewal of our troubled world.

Publication date: January 2015 \$15.95, paperback, 168 pages  $5\frac{1}{2}$ " x  $8\frac{1}{2}$ " ISBN 978-1-62656-317-9 PDF ebook ISBN 978-1-62656-318-6 Current Affairs Rights: world



- The latest work from a major author:
  Korten's books, like When Corporations Rule the World, The Great
  Turning, and Agenda for a New
  Economy, have consistently broken
  new intellectual ground and are
  modern classics with an avid
  following.
- Sweeping, insightful solution: Korten
  offers a way to transform society that
  addresses every aspect of our current
  crisis, from income inequality to
  rampant violence to environmental
  degradation and more.

Publication date: February 2015 \$19.95, paperback, 200 pages  $5\frac{1}{2}$ " x  $8\frac{1}{2}$ " ISBN 978-1-62656-290-5 PDF ebook ISBN 978-1-62656-291-2 Current Affairs Rights: world David C. Korten

# Change the Story, Change the Future

## A Living Economy for a Living Earth

We humans live by stories, says David Korten, and the stories that now govern our society set us on a path to certain self-destruction. In this profound new book, Korten shares the results of his search for a story that reflects the fullness of human knowledge and understanding and provides a guide to action adequate to the needs of our time.

Korten calls our current story Sacred Money and Markets. Money, it tells us, is the measure of all worth and the source of all happiness. Earth is simply a source of raw materials. Inequality and environmental destruction are unfortunate but unavoidable. Although many recognize that this story promotes bad ethics, bad science, and bad economics, it will remain our guiding story until replaced by one that aligns with our deepest understanding of the universe and our relationship to it.

To guide our path to a viable human future, Korten offers a Sacred Life and Living Earth story grounded in a cosmology that affirms we are living beings born of a living Earth itself born of a living universe. Our health and well-being depend on an economy that works in partnership with the processes by which Earth's community of life maintains the conditions of its own existence—and ours. Offering a hopeful vision, Korten lays out the transformative impact that adopting this story will have on every aspect of human life and society.



**David C. Korten** is a cofounder and board chair of *YES! Magazine*, a cochair of the New Economy Working Group, the founder and president of the Living Economies Forum, a member of the Club of Rome, a founding board member emeritus of the Business Alliance for Local Living Economies, a former associate of the International Forum on Globalization, and a former Harvard Business School professor.

## **Contents**

Change the Story, Change the Future Prologue: In Search of a Deeper Truth

- 1. Our Story Problem
- 2. Our Quest to Know
- 3. A Brief History of Story Politics
- 4. Living Universe
- 5. Children of a Living Earth
- 6. Making a Living
- 7. Enslaved by Corporate Robots
- 8. A New Economics for a New Economy
- 9. A Living Economy for a Living Earth
- 10. Own the Story, Own the Future

## Astronaut Ron Garan

Foreword by Muhammad Yunus, Nobel Peace Prize Laureate

# The Orbital Perspective

# Lessons in Seeing the Big Picture from a Journey of 71 Million Miles

For astronaut Ron Garan, living on the International Space Station was a powerful, transformative experience—one that he believes holds the key to solving our problems on Earth.

On spacewalks and through windows, Garan was struck by the stunning beauty of the earth from space but sobered by knowing how troubled our planet is. And yet on the International Space Station, Garan, a former fighter pilot, was working side by side with Russians, who only a few years before were "the enemy." If fifteen nationalities could collaborate on one of the most ambitious, technologically complicated undertakings in history, surely we can apply that kind of cooperation and innovation toward creating a better world. That spirit is what Garan calls the "orbital perspective."

Garan vividly conveys what it was like learning to work with a diverse group of people in an environment only a handful of human beings have ever known. But more importantly, he describes how he and others are working to apply the orbital perspective here at home, embracing new partnerships and processes to promote peace and combat hunger, thirst, poverty, and environmental destruction. This book is a call to action for each of us to care for the most important space station of all: planet Earth. You don't need to be an astronaut to have the orbital perspective.



**Col. Ron Garan** (USAF ret.) is a decorated fighter pilot, astronaut, aquanaut, and entrepreneur. He has logged 178 days in space and 71 million miles in orbit. He is the founder of the nonprofit social enterprise incubator Manna Energy Foundation and has worked with the US Agency for International Development. Col. Garan is also the founder of Fragile Oasis (FragileOasis.org), an effort to use the orbital perspective to inspire positive social and environmental action.

## Contents

Introduction: A Shift in Perspective

## Part I: Looking Skyward

- 1. Humanity's Home in the Heavens
- 2. Space, the Shared Frontier
- 3. Lessons in Collaboration from the ISS Program

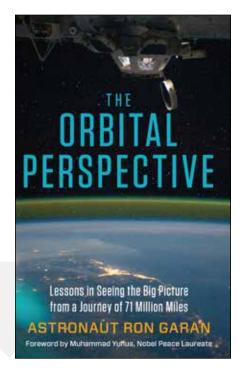
## Part II: Looking Earthward

- 4. One Moment in Space
- 5. The Orbital Perspective
- 6. The Key Is "We"

## Part III: Looking Forward

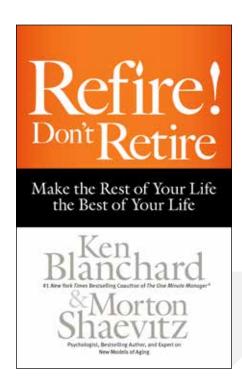
- 7. Camp Hope
- 8. Arrested Development
- 9. Mass Collaboration

Conclusion: A Web of Trust



- Huge following: Garan is a celebrated astronaut and entrepreneur with a social media following of over 3.5 million and is a frequent keynote speaker—he's also the only person to have presented a TED talk from space.
- Inspiring message: Garan shares how his stay on the International Space Station inspired a new understanding of what's needed to tackle our planet's toughest challenges.

Publication date: February 2015 \$27.95, hardcover, 220 pages 16-page color insert 61/8" x 91/4" ISBN 978-1-62656-246-2 PDF ebook ISBN 978-1-62656-247-9 Memoir / Current Affairs Rights: world



- Fired-up team: Ken Blanchard is a legendary author whose previous books have sold over 20 million copies, and Morton Shaevitz is a leading authority on the psychology of aging.
- Copublished with AARP: With 37 million members, AARP is the nation's largest nonprofit, nonpartisan organization dedicated to helping people turn their goals and dreams into real possibilities.

Publication date: February 2015 \$22.95, hardcover, 168 pages  $5\frac{1}{2}$ " x  $8\frac{1}{2}$ " ISBN 978-1-62656-333-9 PDF ebook ISBN 978-1-62656-334-6 Personal Growth Rights: world

## Ken Blanchard and Morton Shaevitz

# Refire! Don't Retire

## Make the Rest of Your Life the Best of Your Life

Refire! Don't Retire asks readers the all-important question: as you approach the remainder of your life, what are you going to do to make it joyful and meaningful?

Ken Blanchard and Morton Shaevitz point out that too many people see their later years as a time to endure rather than as an exciting opportunity. Both research and common sense confirm that people who embrace these years with gusto—rather than withdrawing or waiting for things to happen—consistently make the rest of their lives the best of their lives.

In the trademark Ken Blanchard style, the authors tell the compelling story of Larry and Janice Sparks, who discover how to see each day as an opportunity to enhance their relationships, stimulate their minds, revitalize their bodies, and grow spiritually. As they learn to refire and open up to new experiences, Larry and Janice rekindle passion in every area of their lives.

Readers will find humor, practical information, and profound wisdom in *Refire! Don't Retire*. Best of all, they will be inspired to make all the years ahead truly worth living.

**Ken Blanchard** is the founder and chief spiritual officer of the Ken Blanchard Companies. One of the world's most prominent authors, speakers, and consultants, he is the author or coauthor of more than sixty books.

**Morton Shaevitz** is the clinical director of Shaevitz and Associates, an associate clinical professor of psychiatry at the University of California, San Diego School of Medicine, and the chair of the geriatric psychology section of the California Psychological Association, and he has served on the Leadership Council of the Stein Institute for Research on Aging.

## Contents

- 1. A Wake-Up Call
- 2. A Visit with Dr. Jeffrey

## The First Key: Refiring Emotionally

- 3. Love Is the Key
- 4. Building Relationships
- 5. Nothing Ordinary

## The Second Key: Refiring Intellectually

6. Mental Stimulation and Challenge

## The Third Key: Refiring Physically

- 7. A Moment of Truth
- 8. Dealing with Setbacks

## The Fourth Key: Refiring Spiritually

- 9. The Big Picture
- 10. Another Perspective

## **Putting It All Together**

- 11. The Refiring Gang
- 12. Sharing the Experience

# BJ Gallagher and Warren H. Schmidt Foreword by Ken Blanchard

# A Peacock in the Land of Penguins

# A Fable about Creativity and Courage 20th Anniversary Edition

"This is a book for everyone who wishes to contribute their unique gifts to the world."

—Archbishop Desmond Tutu, Nobel Peace Laureate

This brand new edition of a classic, international bestseller continues to bring keen insight to an important topic—workforce diversity. Written in a charming, engaging style, it is a contemporary corporate fable—a tale for our times. This special 20th anniversary edition includes many new tips, tools, and strategies for peacocks and penguins alike—as well as an entirely new *bonus* parable.

Through the story of Perry the Peacock and his fine feathered friends, authors Gallagher and Schmidt bring to life the challenges of birds of different feathers who struggle to be successful in the conformity-minded Land of Penguins. Their travails illuminate the challenges of creating a pluralistic corporate culture in which the talent, energy, and commitment of *all* employees are fully engaged.

People who have new ideas that differ from business as usual are often ignored or criticized for the very thing that makes them valuable: their originality and creativity. This unique book helps organizations break out of "penguin thinking" in order to tap into and leverage the creativity of diversity. Learn how to cultivate an organizational culture in which new ideas can flourish and innovation can take flight.

**BJ Gallagher** is an accomplished management consultant, a popular speaker, and the prolific author of thirty books, including *Being Buddha at Work* and *Yes Lives in the Land of No.* She spent five years as the manager of training and development for the *Los Angeles Times* prior to founding her own human resources consulting company.

**Warren H. Schmidt** is a professor emeritus at the University of Southern California and the coauthor of *The Race without a Finish Line* and *TQManager*. He has also written many educational and management films, including the Academy Award—winning animated short *Is It Always Right to Be Right?* 

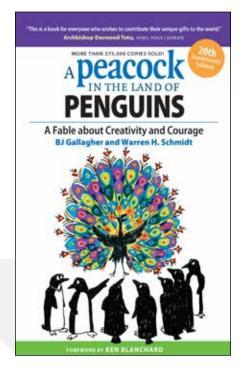
## **Contents**

Foreword by Ken Blanchard

Part I: The Story: A Peacock in the Land of Penguins

Part II: From Parable to Practice: Tips and Tools for Feathered Friends

Part III: Special Bonus Parable: The Penguins Ate Your Cheese!



- Classic bestseller: With over 375,000 copies sold and translated into twenty-three languages, it is the bestselling diversity book in the world!
- New content: This new edition includes a bonus parable featuring Perry the Peacock being interviewed by Anderson Cockatoo of BNN (Bird News Network) in addition to significant new material, such as "Who Cares about Diversity—and Why?" and more.

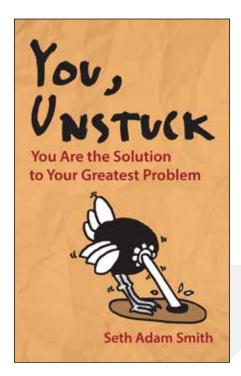
Publication date: January 2015 \$17.95, paperback, 192 pages 51/4" x 81/4"

5½" x 8½"

ISBN 978-1-62656-243-1

PDF ebook ISBN 978-1-62656-244-8

Business Rights: world



- Wildly popular blogger: Smith's websites have 100,000 subscribers, and his posts, which have received over 30 million hits, have been featured in the national media and translated into over twenty languages.
- Warm and encouraging: Smith takes
  the traditional message that we
  possess the tools to build our own
  happiness and strips it of its usual
  psychology-speak and aphorisminfused pep and addresses it on a
  foundational human level with
  humor, grace, and humility.

Publication date: January 2015 \$9.99 Print-on-demand paperback ISBN 978-1-62656-346-9 \$2.99 PDF ebook ISBN 978-1-62656-312-4 54 pages, 5½" x 8.5½" Personal Growth

## Seth Adam Smith

# You, Unstuck

## You Are the Solution to Your Greatest Problem

All of us feel trapped, stuck, or unable to move forward in life at some point. What is it that's holding us back? According to Smith, it's *who*, not what. Ultimately, the greatest obstacle to achieving your full potential is you.

But you are also the solution to your greatest problem.

This book combats a destructive mind-set that we all sometimes fall into: I can't change. I am the victim of my circumstances, and I am confined by my personal limitations. This philosophy, though intangible, destroys more dreams and limits more lives than any actual, physical obstacle.

To show us how to overcome this philosophy of fear, Smith draws on literature, history, and his personal experiences with chronic depression, as well as on encounters with remarkable "ordinary" people who've embraced a different philosophy: the belief that we possess the power to lift ourselves out of the abyss and into the light.

Smith inspires us to see that no matter how dire our circumstances may be, there is always a positive step you can take, however small it might be. He doesn't sugarcoat the difficulties or offer promises of overnight success. But he does promise that if you continue to see yourself as a victim you'll remain frozen and fearful. We may not be able to control what happens to us, but we can always control how we react.



**Seth Adam Smith** is his own worst enemy and is also a writer and the proprietor of three websites: SethAdamSmith.com, where he shares personal reflections; TheAlaskanMuse.com, where he shares "the Northern Lights of Life"; and Forward-Walking.com, a website dedicated to helping people move forward. Seth regularly contributes to the *Huffington Post* and is the author of *Your Life Isn't for You* and *Marriage Isn't for You*.

## Contents

## Part 1: Stuck

- 1. By the Beating of Our Own Wings
- 2. Focus on What You Can Do
- 3. Can't vs. Can
- 4. The Leningrad Symphony
- 5. Transforming a Curse into a Blessing

## Part 2: Unstuck

## Guides

A Guide for Past Mistakes

A Guide for Physical Limitations

A Guide for Economic Limitations

A Guide for Educational Limitations

A Guide for Mental and Emotional Struggles

Liberation

Rights: world

# Hal Brill, Michael Kramer, and Christopher Peck, with Jim Cummings

## The Resilient Investor

## A Plan for Your Life, Not Just Your Money

The way you spend your time, your energy, and your purchasing dollars are investments just as much as any brokerage account is, and they deserve the same kind of attention. *The Resilient Investor* shows you how to expand the concept of investing beyond stocks and bonds, wake up from dangerous old investing patterns, open your eyes to new opportunities, and build a better world.

The book's centerpiece is the Resilient Investment Map, which first lays out three classes of assets: personal (your time), tangible (the things you own or have access to), and financial (traditional investment funds). Then it offers three different strategies for those assets. You can invest them in ways that strengthen yourself, your family, and your community; in ways that encourage the continued growth of a sustainable global economy; or in more visionary efforts that will help create a better future. You'll learn how to diversify your investment eggs into many more baskets than those offered by Wall Street.

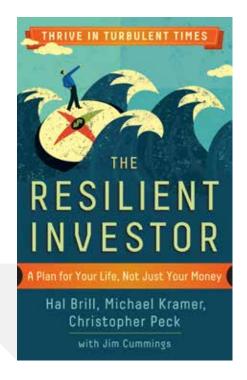
The goal is to make yourself more resilient: able to anticipate and prepare for disturbance, rebuild as necessary, and adapt and evolve when possible. For example, investing in food and energy self-sufficiency will help if the financial system takes another tumble. But, as the authors persuasively argue, the choices that ultimately make you the most resilient also enhance our communities, our economy, and the planet—paying true dividends to everyone.

Hal Brill is the cofounder of Natural Investments. He is on the board of Solar Energy International, which provides technical training in renewable energy, and is the business manager of an organic hops farm. Michael Kramer is the director of social research at Natural Investments. He writes the Sustainable Shareholder column at GreenBiz.com and serves on the policy committee at USSIF: The Forum for Sustainable and Responsible Investment. Christopher Peck is a managing partner at Natural Investments. He has taught sustainable finance for many years, including a green MBA program, and is a national leader in the field of holistic financial planning. Jim Cummings has been Natural Investments' editor for many years.

## Contents

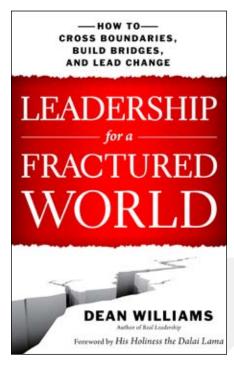
Introduction: Standing Up to Uncertainty

- 1. Facing the Future
- 2. More Than Money: Recognizing Your Real Net Worth
- 3. Weaning Off Wall Street
- 4. A Field Guide to Resilient Investing
- 5. Find Yourself on the Map
- 6. Be Ready for Anything
- 7. Dancing with the Future
- 8. Your Resilient Investing Plan
- 9. Tales of Resilient Living
- 10. The Invisible Heart of Resilience



- Beyond money, beyond Wall Street: Investing is bigger than money—it includes your time and energy, too. This book offers alternatives to traditional investment options and explains how this new view of investing is better for both you and the planet.
- Distinguished author team: Brill is the coauthor of the classic Bloomberg Press book *Investing with Your* Values, and he, Kramer, and Peck are partners of Natural Investments, a trailblazing sustainable investment firm since 1989.

Publication date: February 2015 \$19.95, paperback, 192 pages 6" x 9" ISBN 978-1-62656-337-7 PDF ebook ISBN 978-1-62656-338-4 Personal Finance Rights: world



## · Extraordinary knowledge base:

Williams interviewed fifteen world leaders for this book, including Shimon Peres, Lee Kuan Yew, Lech Wałęsa, Mary Robinson, and the Dalai Lama, and over 200 leaders in government, business, and NGOs.

## • New leadership for a new era:

Command and control leadership can't solve the kinds of interconnected problems we face today—Williams's model enables leaders to cross boundaries between siloed groups and bring about change, even when they have no formal authority.

Publication date: February 2015 \$24.95, paperback, 264 pages 6" x 9" ISBN 978-1-62656-265-3 PDF ebook ISBN 978-1-62656-266-0 Business/Leadership Rights: world

## Dean Williams

Foreword by His Holiness the Dalai Lama

# Leadership for a Fractured World

## How to Cross Boundaries, Build Bridges, and Lead Change

Leaders today—whether in corporations or associations, nonprofits or nations—face massive, messy, multidimensional problems. No one person or group can possibly solve them—they require the broadest possible cooperation. But, says Harvard scholar Dean Williams, our leadership models are still essentially tribal: individuals with formal authority leading in the interest of their own group. In this deeply needed new book, he outlines an approach that enables leaders to transcend internal and external boundaries and help people to collaborate, even people over whom they technically have no power.

Drawing on what he's learned from years of working in countries and organizations around the world, Williams shows leaders how to approach the delicate and creative work of boundary spanning, whether those boundaries are cultural, organizational, political, geographic, religious, or structural. Sometimes leaders themselves have to be the ones who cross the boundaries between groups. Other times, a leader's job is to build relational bridges between divided groups or even to completely break down the boundaries that block collaborative problem solving. By thinking about power and authority in a different way, leaders will become genuine change agents, able to heal wounds, resolve conflicts, and bring a fractured world together.



**Dean Williams** leads the World Leaders Interview Project, chairs the Global Change Agent program, and teaches at Harvard University's Kennedy School of Government. He is also the director of the Social Leadership Singapore program and served for six years as the chief adviser to the president of Madagascar. He has conducted research in India, Europe, Australia, Africa, Asia, South America, the Middle East, and the United States and is the author of *Real Leadership*.

## Contents

Foreword by His Holiness The Dalai Lama

## Part 1: Preparation

- 1. What Leadership for a Fractured World Entails
- 2. Diagnostic Boundary Spanning

## Part 2: Leadership in Action

- 3. Crossing Boundaries
- 4. Busting Boundaries
- 5. Transcending Boundaries
- 6. Building Bridges

## Part 3: Personal Work

- 7. Expanding Your Personal Boundaries
- 8. Keep Yourself from Fracturing

Dennis Reina, PhD, and Michelle Reina, PhD

# Trust and Betrayal in the Workplace

# **Building Effective Relationships in Your Organization, Third Edition**

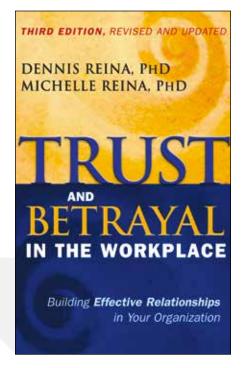
Trust is a key differentiator for high-performing organizations. It makes bold initiatives possible, difficult transitions easier, and everyday workflow more effective. Yet trust can be hard to build and sustain because most people aren't aware of the subtle and unintentional ways they test and break trust in their workplace relationships every day. In this updated edition of their award-winning book, Dennis and Michelle Reina show how anyone at any level—not just those at the top—can take action and change his or her behavior to create, build, and sustain trust in the workplace.

Drawing on over twenty years of research and experience in hundreds of organizations, the Reinas define the three key dimensions of trust and describe the specific everyday behaviors that build each dimension. They provide a proven seven-step process for restoring trust when it's been tested or betrayed and offer completely new material for strengthening self-trust. This book is about the power of trust: the energy that exists when it's present, the pain that arises when it's been broken, and the transformation that occurs when it's been restored. This revised edition is a new and improved guide for people who want to unleash the power of what they're able to accomplish through building trust-based workplace relationships.

**Dennis Reina and Michelle Reina** are cofounders of Reina, a trust-building consultancy. Considered pioneers in the field of workplace trust, the Reinas are change management consultants, executive coaches, and sought-after keynote speakers who each have a PhD in human organizational systems. They are also the authors of the award-winning, bestselling business book *Rebuilding Trust in the Workplace: Seven Steps to Renew Confidence, Commitment, and Energy*.

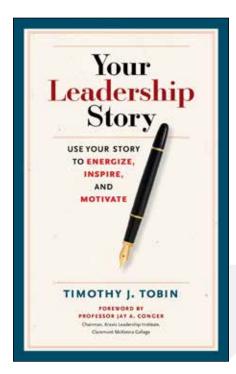
## Contents

- 1. Trust Begins with You
- 2. Trust of Character
- 3. Trust of Communication
- 4. Trust of Capability
- 5. Your Readiness and Willingness to Trust
- 6. How You Trust
- 7. How Trust Is Broken: Betrayal
- 8. How Trust Is Rebuilt: The Seven Steps for Healing
- 9. How Trust Is Transformed: Transformative Trust
- 10. Taking Trust to the Next Level



- Rewritten and updated: This award-winning book, which sold over
  40,000 copies in previous editions,
  has been completely rewritten as a
  resource for people at all levels of
  responsibility and contains new case
  studies, tips, tools, and exercises.
- Proven effective: The authors have worked with hundreds of organizations around the world in business, government, higher education, and the nonprofit sector, including American Express, AstraZeneca, Johnson & Johnson, Walt Disney World, the US Army, Harvard University, and Yale University.

Publication date: February 2015 \$21.95, paperback, 224 pages 6" x 9" ISBN 978-1-62656-257-8 PDF ebook ISBN 978-1-62656-258-5 Business Rights: world



- Fresh perspective: Tobin shows how, by looking at your leadership career as a story—with a plot, characters, and a message—you can become more aware of who you are as a leader, how others perceive you, and what you can do to have greater impact.
- Expert author: Tobin oversees leadership development for all of Marriott International's leaders, managers, and executives and has over twenty years of experience helping organizations build effective leadership programs.

Publication date: March 2015 \$22.95, hardcover, 176 pages 5½" x 8½" ISBN 978-1-62656-294-3 PDF ebook ISBN 978-1-62656-295-0 Business/Leadership Rights: world Timothy J. Tobin
Foreword by Professor Jay A. Conger

# **Your Leadership Story**

## Use Your Story to Energize, Inspire, and Motivate

Stories have power. They move people in a way that facts and figures can't. Many leaders use stories as a tool, but leadership development expert Tim Tobin says most have no idea what tale their own leadership is telling. He shows how, by thinking of your career as a narrative—with a plot, characters, and an arc—you can increase your awareness of yourself as a leader and become more effective, insightful, and inspiring.

Using story as both a metaphor and a process for self-development, Tobin offers activities and questions that help you better understand your own leadership and how others perceive it. What is the plot of your leadership story—your overall goals and purpose? Who are the main characters and what roles do they play? How have the settings of your story influenced it? What are the conflicts that you need to resolve to move toward the ending you intend? Once you have a thorough grasp of your leadership story, Tobin gives detailed advice on communicating it—when, where, and how.

Taking control of your leadership story enables you to more consciously shape the impact you have in the world. You'll be better equipped to make decisions, choose actions that tell the story you want to tell, and ensure that you become the kind of leader you want to be.



**Timothy J. Tobin**, EdD, SPHR, is the vice president of Global Learning and Leadership Development at Marriott International. While at Marriott, he has earned the 2012 Bersin & Associates award for Leadership Development Strategy Excellence, the 2012 Chief Learning Officer award for Innovative Practice, and the 2013 Bersin & Associates award for Enabling High-Impact Learning.

## Contents

Foreword by Jay A. Conger

- I. Just What Is Leadership?
- II. Understanding and Aligning Your Leadership Story
- III. The Narrative Arc
- IV. The Art of Communicating Your Leadership Story

## Cheryl Bachelder

# **Dare to Serve**

## How to Drive Superior Results by Serving Others

Cheryl Bachelder joined an ailing restaurant chain and turned it into the darling of the industry—by daring to serve the people in her organization well.

When Bachelder was named CEO of Popeyes in the fall of 2007, guest visits had been declining for years, restaurant sales and profit trends were negative, and the company stock price had dropped from \$34 in 2002 to \$13. The brand was stagnant, and relations between the company and its franchise owners were strained.

By 2014, average restaurant sales were up 25 percent, and profits were up 40 percent. Popeyes' market share had grown from 14 percent to 21 percent, and the stock price was over \$40. The franchisees were so pleased with the turnaround that they began reinvesting in the brand, rapidly remodeling restaurants, and building new units around the world.

The difference maker, Bachelder says, was a conscious decision to lead in a new way. She and her team created a workplace where people were treated with respect and dignity yet challenged to perform at the highest level. Silos and self were set aside in favor of collaboration and team play. And the results were measured with rigor and discipline. Servant leadership is sometimes derided as soft or ineffective, but this book shows that it's actually challenging and tough minded—a daring path. Bachelder takes you firsthand through the transformation of Popeyes and shows how a leader at any level can become a Dare-to-Serve Leader.



Cheryl Bachelder is the CEO of Popeyes® Louisiana Kitchen Inc. In 2012, she was recognized as Leader of the Year by the Women's Foodservice Forum and received the industry's highest award, the Silver Plate Award, from the International Foodservice Manufacturers Association. Cheryl has enjoyed thirty-five years of leadership at Yum! Brands, Domino's Pizza, RJR Nabisco, the Gillette Company, and Procter & Gamble.

## **Contents**

The Dare-to-Serve Leader

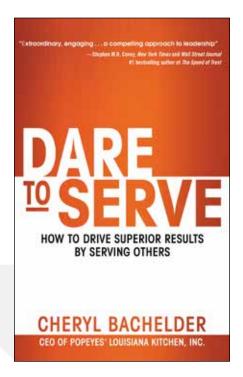
## Part 1: How to Drive Superior Results

- 1. Whom Will We Serve?
- 2. What Is the Daring Destination?
- 3. Why Do We Do This Work?
- 4. How Will We Work Together?

## Part 2: How to Become a Dare-to-Serve Leader

- 5. Choose to Serve
- 6. Be Bold and Brave
- 7. Have Clarity of Purpose
- 8. Avoid the Spotlight

Call to Action

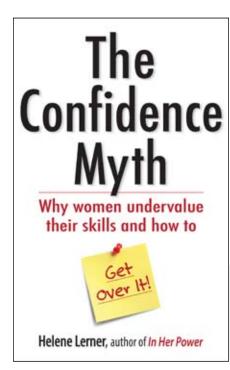


- Major business leader: Bachelder oversees the multi-billion dollar chain of over 2,000 Popeyes restaurants, has been profiled in the Wall Street Journal and the New York Times, and was named by CNBC's Jim Cramer as one of his "21 Bankable CEOs" for 2014.
- Contrarian: The Dare-to-Serve Leader is courageous enough to take the people to a daring destination, yet humble enough to selflessly serve others on the way—Bachelder provides hard evidence that this dynamic tension yields remarkable results.

Publication date: March 2015 \$24.95, hardcover, 192 pages 5½" x 8½" ISBN 978-1-62656-235-6

PDF ebook ISBN 978-1-62656-236-3

Business / Leadership Rights: world



- Dynamic author: Lerner speaks to thousands of women executives each year, is the founder of the website WomenWorking.com, and coaches several million people worldwide daily via social media. She is also an Emmy-winning executive producer, a public television host, and a prolific author.
- Takes up where *The Confidence Code* leaves off: Lerner agrees that women need to take action despite not feeling confident, and she goes on to lay out six ways to combat all-too-common falsehoods of how we "should" feel before we step up.

Publication date: March 2015 \$14.95, paperback, 144 pages  $5\frac{1}{2}$ " x  $8\frac{1}{2}$ " ISBN 978-1-62656-202-8 PDF ebook ISBN 978-1-62656-203-5 Careers/Personal Growth Rights: world

## Helene Lerner

# The Confidence Myth

## Why Women Undervalue Their Skills, and How to Get Over It

"The Confidence Myth is the handbook for any woman looking to succeed in her career."

—Barbara Corcoran, real estate mogul and star of ABC's Shark Tank

We need more women at the highest levels in business, government, and nonprofits—and there is no time to waste. The problem, says Helene Lerner, isn't so much that women lack confidence but that they misunderstand what confidence really is.

True confidence isn't fearlessness; it's having the courage to move forward while your knees are shaking. Any woman waiting until she has enough confidence with a capital *C* to act never will. Lerner lays out practical strategies for beating this confidence myth, drawing on her own and other female leaders' experiences and on her survey of over 500 working women. You'll learn how to present your best self no matter how you feel inside, welcome even brutal feedback as a tool to hone your skills, avoid spreading yourself too thin by saying no strategically, and much more. The book features dozens of Confidence Sparks, simple but powerful exercises and techniques to catapult your career to the next level.

The playing field is not level and gender inequities persist, but the women interviewed in this book have found ways to navigate through it, and you can, too. The key to success is seizing the opportunity and acting *now*. Helene Lerner is here to act as your personal coach as you silence the "mad mind chatter" and take risks, speak out, and step up.



Helene Lerner is the CEO of Creative Expansions Inc. and the founder of WomenWorking.com. She is also an Emmy-winning executive producer, an independent public television host, a Fortune 500 workplace consultant, and the author of twelve books. Lerner has produced more than twenty televised specials and received American Public Television's MVP Award for her outstanding contributions to public television.

## **Contents**

Introduction

- 1. Transform Fear by Stepping Up
- 2. Lead with Presence
- 3. Win with Honest Feedback
- 4. Create Power Parameters
- 5. Stand Out and Attract Sponsors
- 6. Trust Your Inner Compass

Conclusion

Appendix A. Thirty Days of Confidence Sparks

Appendix B. Women and Confidence Survey: Methodology and Results

## Peter Neuwirth, FSA

# What's Your Future Worth?

## **Using Present Value to Make Better Decisions**

We weigh every significant decision based on how it will affect our future. But when it comes to figuring that out, we mostly make the process up as we go along. While financial professional Peter Neuwirth can't help you actually *predict* the future, he can offer a simple, systematic way to make much better guesses about it—and so make better decisions.

Neuwirth offers an accessible, step-by-step guide to using the powerful concept of Present Value—which allows you to determine the value today of something that might happen in the future—to evaluate *all* of the outcomes that might arise from choosing one path as opposed to another. Using examples that anyone can relate to, Neuwirth walks you through the process. Your old refrigerator doesn't work as well as it used to—should you buy a new one right away or muddle through for a while? You're offered a great discount on a service you don't need at the moment but eventually will—buy the service now or wait?

With just a little math and some common sense, you can compare future costs and benefits with present costs and benefits and make "apples to apples" comparisons. This book will be indispensable if you've ever had to figure out whether to stick with your job or follow your bliss, fix that old car or buy a new one, increase your 401(k) contributions or keep the same take-home pay, and a thousand other decisions.

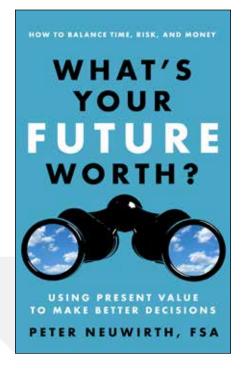


Peter Neuwirth has over thirty years of actuarial experience. He is currently a senior consultant with Towers Watson and is one of its subject matter experts. He is a fellow of the Society of Actuaries, a member of the American Academy of Actuaries, and an enrolled actuary. In his personal life, Peter has used Present Value to decide if he should take a time-share company up on its offer of a cheap Hawaiian vacation, what kind of running shoes to buy, and whether to get married.

## **Contents**

Introduction: Thinking about the Future in a Systematic Way

- 1. Mordecai's Proposition—A Question of Present Value
- 2. Present Value in the Day-to-Day World
- 3. Making Big Decisions
- 4. The Mechanics of Present Value—What Is a Discount Rate?
- 5. Step 1—Clarify the Choice
- 6. Step 2—Imagine the Future
- 7. Step 3—Evaluate the Possibilities
- 8. Step 4—Weigh the Now and the Later
- 9. Step 5—"Do the Numbers"
- 10. Present Value for Organizations and Communities
- 11. When Money Doesn't Matter
- 12. Present Value and the Distant Future—Planting Trees and Leaving a Legacy
- 13. The Value of the Actuarial Perspective and "The Rest of Your Life"



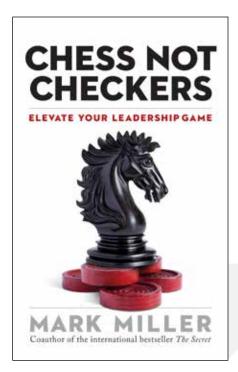
## · Powerful decision-making tool:

Present Value is a concept that actuaries have been using for decades—Neuwirth makes it available and accessible to everybody.

 Universally applicable: Present Value can be applied to any decision, from the most serious and life changing to the most mundane and everyday, and Neuwirth's engaging conversational style makes the concept easy to understand.

Publication date: March 2015 \$18.95, paperback, 192 pages  $5\frac{1}{2}$ " x  $8\frac{1}{2}$ " ISBN 978-1-62656-301-8 PDF ebook ISBN 978-1-62656-302-5 Personal Finance

Rights: world



- Bestselling author: Mark Miller is coauthor of *The Secret*, which has sold over 500,000 copies, and *Great Leaders Grow*, which has sold over 100,000 copies, and is the author of *The Heart of Leadership*, which sold over 50,000 copies in its first year.
- Winning concept: This book follows in the footsteps of Miller's other successful titles—a strong yet simple message told through an entertaining story—and even features some of the same characters.

Publication date: April 2015 \$22.95, hardcover, 144 pages 5½" x 8½" ISBN 978-1-62656-394-0 PDF ebook ISBN 978-1-62656-395-7 Business/Leadership Rights: world

## Mark Miller

# **Chess Not Checkers**

## **Elevate Your Leadership Game**

As organizations grow, the demands on leadership change. The same old moves won't cut it anymore. In *Chess Not Checkers*, Miller tells the story of Blake Brown, newly appointed CEO of a company troubled by poor performance and low morale. Nothing Blake learned from his previous job seems to help him deal with the issues he now faces. The problem, his new mentor points out, is Blake is playing checkers—he needs to play chess or he's going to lose.

The early days of an organization are like checkers: a quick game with mostly interchangeable pieces. Everybody does a little bit of everything, the leader included, and things are so frantic you just have to react as fast as you can. But as the organization expands, you can't just keep jumping from activity to activity. You have to think strategically, look ahead, leverage every employee's specific talents. That's chess. And this approach creates unprecedented levels of performance.

Adapting four strategies from the game of chess, Miller reveals four moves high-performance organizations make. They bet on leadership, act as one, win the heart, and excel at execution. *Chess Not Checkers* is an accessible and easily applied guide to help leaders elevate their own leadership and the performance of their entire team.



Mark Miller is the author of five books, including two with Ken Blanchard. In addition to his books, he serves leaders through his blog: GreatLeadersServe.com. The site is rated as one of the top leadership blogs in the world. Miller also sells chicken. He started his Chick-fil-A career working as an hourly team member and today serves as the vice president charged with leadership development for the organization.

## **Contents**

Introduction
The Decision
Harder Than It Looks
Something Has to Change
A Different Game
Game On!
Start Here
Place Your Bet
What's Important?
Who Cares?
It's Your Move
Game Plan
What's Next?
Epilogue

## Sam Horn

# **Got Your Attention?**

## How to Create Intrigue and Connect with Anyone

In an impatient world of infobesity, people don't want more information—they want to be intrigued and they want to be intrigued *fast*. After all, goldfish have longer attention spans than humans—nine seconds to our eight. So, right now, people want to know, "How is this relevant and useful to me? Why are you worth my valuable time, mind, and dime?"

Bestselling author and ace communication strategist Sam Horn reveals her "secret sauce" for truly connecting with people—whether it's one or one million. Her disruptive eight-stage INTRIGUE process teaches readers how to replace boring, overlong, one-way communications with concise, compelling, mutually rewarding two-way interactions that add value for all involved. This is a must-read for executives, entrepreneurs, sales and marketing professionals, nonprofit leaders—anyone who wants to build meaningful relationships with others.

The bottom line? If you can't get people's favorable attention, you'll never get their business. The insights and instantly useful ideas here will get smartphones down and eyebrows up—this book has been called *How to Win Friends and Influence People* for our digital device-driven era. Readers will appreciate these innovative but proven ways to win respect and motivate people to take action now, whether that's to hire you, refer you, fund you, or say yes to you.



**Sam Horn**, the Intrigue Expert, is an international keynoter and communications strategist who has trained the world's top entrepreneurs and executives. Her books *POP!* and *Tongue Fu!* have been featured in the *New York Times* and *Fast Company* and on MSNBC. She has given a TEDx Talk, served as pitch coach for the British Airways Face2Face competitions, and is the former executive director and emcee of the Maui Writers Conference.

## **Contents**

Introduction: What Is INTRIGUE and Why Is It Important?

Part I: I = INTRO: Open with an INTRO That Has People at Hello
Part II: N = NEW: It's Not Enough to Be True; It Needs to Be NEW
Part III: T = TIME-EFFICIENT: Win Trust by Being TIME-EFFICIENT
Part IV: D = PEPEATAN E If People Cont PEPEAT It. They Didn't Co

Part IV: R = REPEATABLE: If People Can't REPEAT It, They Didn't Get It

Part V: I = INTERACT: Don't Just Inform, INTERACT

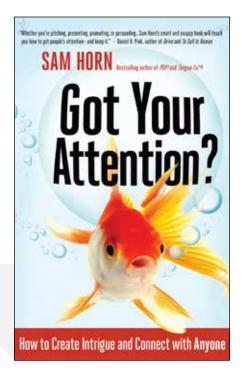
Part VI: G = GIVE: GIVE Attention First

Part VII: U = USEFUL: If It Isn't Actionable, It isn't USEFUL

Part VIII: **E = EXAMPLES**: Don't Tell Stories, Share Real-World EXAMPLES

Summary and Action Plan: What's Next?

The INTRIGUE Creed
The INTRIGUE Quiz



- Expert author: Sam Horn's work has been praised by Seth Godin, Ken Blanchard, Tony Robbins, Stephen Covey, John Gray, and Jack Canfield, and her clients include HP, NASA, Capital One, YPO, Intel, Boeing, Cisco, and dozens more.
- Innovative and fun: Horn's eight-step INTRIGUE process is cleverly designed and easy to follow, and she illustrates each step with entertaining, eyeopening, real-life examples from her consulting practice and international speaking engagements.

Publication date: April 2015 \$17.95, paperback, 216 pages 5½" x 8½" ISBN 978-1-62656-250-9 PDF ebook ISBN 978-1-62656-251-6 Business Rights: world



- Fun but practical: Devora Zack cracks jokes, yet she's not kidding around—this book combines solid science, exercises, tools, and real-world examples to help liberate you from multitasking's false promises and real damage.
- She gets around: Author of the bestselling Networking for People Who Hate Networking, Zack has been widely featured by media such as the Wall Street Journal, USA Today, ABC, Fox, NBC, CNN, Cosmopolitan, Redbook, Self, SiriusXM, and Forbes.

Publication date: May 2015 \$16.95, paperback, 168 pages 6" x 9" ISBN 978-1-62656-261-5 PDF ebook ISBN 978-1-62656-262-2 Personal Growth/Business Rights: world

## Devora Zack

# **Singletasking**

## Get More Done—One Thing at a Time

We have become a nation—one of many—addicted to the popular, enticing, and dangerously misleading drug of multitasking. Author Devora Zack was hooked once herself. This book is her intervention—she beat her addiction and became *more* efficient, and she shows how you can too.

You think you can do more by tackling several tasks at once? That's an illusion, and Zack marshals a host of neuroscientific evidence to prove it. The fact is, your brain is *designed* to singletask. Multitasking is unnatural, ineffective, stressful, and occasionally dangerous. You and the world are better off when you focus on one thing at a time. But with all the information and interruptions that bombard us today, isn't that an impossible dream? Nope.

The key is controlling your inside and your outside. *Singletasking* explains exactly how to clear and calm your mind, arrange your schedule and environment, and gently but firmly manage the expectations of people around you so that you can accomplish a succession of tasks, one by one—and be infinitely more productive. You don't have to become a hermit. You can still live in the 21st century.

This book flies in the face of long-standing rhetoric glorifying multitasking. Zack presents elegantly simple methods for tackling your typical insurmountable list of to-dos with less effort and greater ease. Only clowns should juggle. Singletasking is the secret to success and sanity.



**Devora Zack**, CEO of Only Connect Consulting, Inc., provides leadership programs to over a hundred clients, such as Cornell University, Australian Institute of Management, London Business School, Deloitte, and the U.S. Department of Education. She has keynoted at the U.S. Treasury, the Smithsonian Institution, John Deere, the National Institutes of Health, and Mensa International. She is also the author of *Managing for People Who Hate Managing*.

## Contents

Part One: Reclaim Your Life

- I. The Multitasking Myth
- II. The Singletasking Principle

Part Two: Regain Control

- III. Your Mind
- IV. Your Days
- V. Your Interactions

Part Three: Recall What Matters

VI. Action ≠ Results

VII. Home Sweet Home

Appendix: Retorts to Multitask Hardliners

## Thuy Sindell and Milo Sindell

# **Hidden Strengths**

# Unleashing the Crucial Leadership Skills You Already Have Includes Free Online Hidden Strengths Profile

Books like *StrengthsFinder 2.0* have helped leaders discover their strengths—but they stop there. The Sindells argue that focusing only on your best abilities becomes a crutch and neglects vital development opportunities. We all have hidden strengths, and once you find yours they can quickly be elevated into learned strengths with attention and focus. This book shows you how.

Many people assume they should focus their efforts on improving their weaknesses, but the Sindells say that this takes too much time and effort—the ROI just isn't there. The neglected skills in the middle, neither strengths nor weaknesses, are where the most potent development opportunities lie. They're close enough to being strengths that putting your energy there can offer a powerful payoff. Using the free online hidden strengths assessment that the book provides access to, along with the exercises and case studies in the book, you'll be able to identify your most promising hidden strengths and create a plan to turn them into major assets.

In today's work environment, not growing and stretching yourself translates into lack of innovation, stagnation, and obsolescence. You can't rely on just what you're already good at or your strengths will turn into training wheels—they'll actually keep you from moving to the next level. With the Sindells' help, you'll be riding at the front of the pack in no time.

**Thuy Sindell** and **Milo Sindell** are principals in Skyline Group International, Inc., a Silicon Valley–based human capital solutions consulting company that combines the scalability of technology with one-on-one coaching. They have been featured by national media, including *Fortune*, CNN Money, *Businessweek*, *Washington Post*, Fox News, and NBC News, and are the coauthors of *Sink or Swim*, *Job Spa*, and *The End of Work as You Know It*.

## **Contents**

## Part 1. About Hidden Strengths

- 1. What Are Hidden Strengths?
- 2. The Four Principles of Hidden Strengths

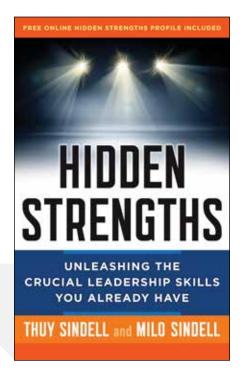
## Part 2: Uncovering the Gold Mine of Opportunity

- 3. Identifying Your Natural Strengths, Hidden Strengths, and Weaknesses
- 4. Reviewing Your Results

## Part 3: Harnessing Your Potential

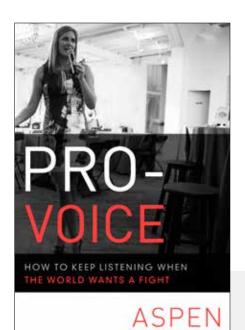
- 5. Making Your Hidden Strengths Work for You
- 6. Leading Your Evolution

Appendix A: The 28 Skills and Why They Matter Appendix B: Hidden Strengths Development Worksheet



- A fresh approach to professional development: Your biggest opportunity for growth isn't building up your strengths or shoring up your weaknesses—it's identifying and elevating the underdeveloped abilities that lie between your strengths and weaknesses.
- Proven in major organizations: Thuy and Milo Sindell have implemented their model in Fortune 100, fastgrowing, and industry-leading companies.

Publication date: May 2015 \$19.95, hardcover, 96 pages 5½" x 8½" ISBN 978-1-62656-283-7 PDF ebook ISBN 978-1-62656-284-4 Leadership/Business Rights: world



Beyond polarization: At a time
when shouting drowns out speaking,
Aspen Baker shares how she and
her organization, Exhale, found a
way to encourage open-minded,
compassionate, nonjudgmental
dialogue about one of the most
divisive issues of our time.

BAKER

 Respected by all sides: Exhale is recommended for postabortion counseling by both pro-life and pro-choice organizations and is the number one postabortion referral of Planned Parenthood.

Publication date: June 2015 \$18.95, paperback, 240 pages 5½" x 8½" ISBN 978-1-62656-110-6 PDF ebook ISBN 978-1-62656-111-3 Current Affairs Rights: world

## Aspen Baker

# **Pro-Voice**

## How to Keep Listening When the World Wants a Fight

When Aspen Baker had an abortion at the age of twenty-four, she felt caught between the warring pro-life and pro-choice factions, with no safe space to share her conflicted feelings. In this hopeful and moving book, Baker describes how she and Exhale, the organization she cofounded, developed their "pro-voice" philosophy and a set of tools that enable anyone to have respectful, compassionate exchanges about even the most contentious topics. Initially distrusted by both sides, Exhale now receives postabortion referrals from pro-life and pro-choice organizations.

Baker examines the history of the abortion debate, identifying the mistakes and misunderstandings that have led us to the current painful divide. She shares how Exhale discovered creative ways to help women and men share their feelings about abortion, such as starting a postabortion telephone service and piloting a nationwide story-sharing tour led by women who'd had abortions. Thanks to Baker's innovative ideas and the trendsetting work of Exhale, the culture around abortion is changing.

Pro-voice can be adopted by anyone interested in dialogue rather than dogma. Peace, in this perspective, isn't a world without fighting or conflict but one where conflict can be engaged in—fiercely and directly—without dehumanizing ourselves or our opponents. Our world is full of gray areas. It's vital we learn practices like pro-voice to help us move from paralysis to progress.



Aspen Baker is the founder and executive director of Exhale. She was a finalist for the 2014 American Express NGen Leadership Award; was named a "fun, fearless female" by *Cosmopolitan* in 2013; and was awarded a Gerbode Professional Development Fellowship in 2012. She has been featured by media outlets across the country, including CNN Headline News, Fox National News, *Ladies Home Journal*, the *New York Times*, National Public Radio, and many more.

## Contents

- 1. The Birth of Pro-Voice
- 2. America's Abortion Conflict
- 3. Listen and Tell Stories
- 4. Embrace Gray Areas
- 5. Shape What's Next

Conclusion

Resources

## Tamara Winfrey Harris

# The Sisters Are Alright

## Changing the Broken Narrative of Black Women in America

What is wrong with black women?

Not a damned thing but the biased lens most people use to view them, says Tamara Winfrey Harris.

When African women arrived on American shores, the three-headed hydra of asexual and servile Mammy, angry and bestial Sapphire, and oversexed and lascivious Jezebel followed close behind. In the '60s, the Matriarch, the willfully unmarried baby machine leeching off the state, joined them. These caricatures persist—even in the "enlightened" 21st century—through newspaper headlines, Sunday sermons, social media memes, cable punditry, government policies, and Top 40 lyrics.

The Sisters Are Alright delves into areas such as marriage, motherhood, health, sexuality, beauty, and more. And using progressive author analysis brought to life by the stories of real women, it reveals the effects of anti–black woman propaganda and how real black women are living their lives and pushing back against distorted cartoon versions of themselves.

The book takes sharp aim at pervasive stereotypes about black women, replacing warped prejudices with the straight-up truth—the complicated but far-from-hopeless reality of being a black woman in America.

"We have facets like diamonds," Winfrey Harris writes. "The trouble is the people who refuse to see us sparkling."

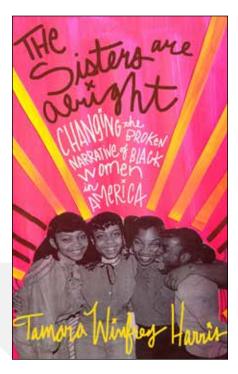


**Tamara Winfrey Harris** is a writer whose work has appeared in the *Chicago Sun-Times*, *In These Times*, and *Ms.* and *Bitch* magazines and online at the *American Prospect*, *Salon*, the *Guardian*, *Newsweek/Daily Beast*, *xoJane*, the *Huffington Post*, *Psychology Today*, *Clutch* magazine, and Change.org. She has been called to address women's issues in major media outlets, such as NPR's *Weekend Edition*.

## Contents

The Trouble with Black Women

- 1. Beauty: Pretty for a Black Girl
- 2. Sex: Bump and Grind
- 3. Marriage: Witches, Throwbacks, and Sapphires4. Motherhood: Between Mammy and a Hard Place
- 5. Anger: Twist and Shout6. Strength: Precious Mettle7. Health: Fat, Sick, and Crazy8. The Sisters Are Alright



- Dynamic author: Tamara Winfrey
  Harris specializes in the intersection
  of race and gender with current
  events, politics, and pop culture and
  has been widely featured online, in
  print, and in the broadcast media.
- Needed message: A 2010 Essence
  magazine study confirms that 93
  percent of black women are disturbed
  by their depiction in mass media
  and just about everywhere else;
  this book uncovers the complex
  and encouraging reality beyond
  demeaning stereotypes.

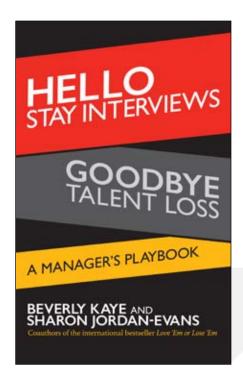
Publication date: June 2015 \$15.95, paperback, 168 pages

6" x 9"

ISBN 978-1-62656-351-3

PDF ebook ISBN 978-1-62656-352-0

Women's Studies Rights: world



- Bestselling authors: Beverly Kaye and Sharon Jordan-Evans have sold more than 800,000 copies of their previous titles, including five editions of their top seller, Love 'Em or Lose 'Em.
- From the originators of the stay interview: Kaye and Jordan-Evans coined the term "stay interview" in the 1990s and have been teaching the concept widely ever since.

Publication date: May 2015 \$17.95, paperback, 120 pages 6" x 9" ISBN 978-1-62656-347-6 PDF ebook ISBN 978-1-62656-348-3 Business Rights: world Beverly Kaye and Sharon Jordan-Evans

# Hello Stay Interviews, Goodbye Talent Loss

## A Manager's Playbook

Good employees are hard to find, and they can be easy to lose. But there's a simple tool every manager can use to ensure that star performers and solid contributors alike will feel energized, engaged, and excited—and that they will give you fair warning if they're unhappy. It's called the stay interview, and this book is the manager's definitive guide, written by the women who created the concept.

The idea is simple: ask people how they like their jobs and what would keep them there. Worried that your talented people will want things you can't deliver, like more money or a big promotion? Kaye and Jordan-Evans have a simple four-step process for dealing with that. Feel just plain awkward about doing stay interviews? They explain how to create an atmosphere that will make the interview more comfortable and provide dozens of suggested questions and icebreakers, as well as tips for easing any performance anxiety you might feel. Think you don't have time? They offer all kinds of options for where, when, and how you can do stay interviews, from folding them into other business processes to doing them casually, like on a walk to get a cup of coffee.

Stay interviews prevent exit interviews. They cost nothing, and the price of not doing them—in lost talent and time—can be huge. Now that you have the most practical, authoritative, soup-to-nuts guide available, you have no excuse. Just ask!

**Beverly Kaye** is the founder of Career Systems International (CSI), a global leader in developing and delivering innovative and action-based talent management solutions. CSI's clients include more than 60 percent of the *Fortune*'s 1000 companies.

**Sharon Jordan-Evans** is president of the Jordan Evans Group and is a pioneer in the field of employee engagement and retention. She is a sought-after keynote speaker for Fortune 500 companies such as American Express, Boeing, Disney, Microsoft, Lockheed, Monster, and Universal Studios.

They are the authors of five editions of Love 'Em or Lose 'Em, as well as Love It, Don't Leave It.

## Contents

Invitation

- 1. Why Bother?
- 2. Is It Art or Science?
- 2 Whata Halding Van Dag
- 3. What's Holding You Back?
- 4. What Else Is Worrying You?5. Do They Trust You Enough?
- 6. Will You Make the Time?
- 7. Have You Noticed Lately?
- 8. Does Practice Make Perfect?
- 9. How's That Working for You?

Parting Note

## John Manning

# The Disciplined Leader

## **Keeping the Focus on What Really Matters**

What do the best leaders have in common? As president of Management Action Programs, Inc., John Manning should know. MAP has helped tens of thousands of top executives accelerate their leadership and management performance. Manning says the answer is one word: *discipline*. But for Manning, discipline has a very specific meaning.

All leaders have scores of things they *could* do. But a disciplined leader is one who identifies and focuses on the Vital Few: the 20 percent of activities that will drive 80 percent of the results. And the results that are most important are those tied to the organization's most precious asset: its people.

The Disciplined Leader offers fifty-two succinct lessons to help you home in on your own Vital Few in three critical areas: leading yourself, leading your team, and leading your organization. Each lesson comes with recommended tactics and practical "Take Action!" tips for implementing it, so there are literally hundreds of pieces of must-know, time-tested advice here. The chapters are self-contained, so you can read them in any order and come back to the ones that resonate with you—your own Vital Few! This is a hands-on, nuts-and-bolts guide to leadership practice that's built to inspire action, drive change, and achieve results.



John Manning is president of Management Action Programs, Inc. He has diverse experience in business leadership, having held executive positions in Fortune 500 companies in operations, marketing, and sales. Formerly the director of operations for McKesson Water Products, Inc., he was also part of a leadership team that took the company national. This move made McKesson one of the largest bottled-water companies in the United States.

## **Contents (Partial)**

## Section 1: Where You Must Start—the Responsibility to Lead Yourself

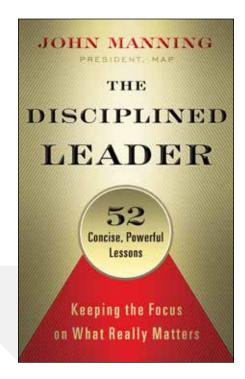
- 1. Make the Commitment
- 7. Zero In on Your Values
- 10. Push beyond the Comfort Zone
- 16. Tackle the Tough Stuff

## Section 2: Break Through and Get Results—the Responsibility to Lead Your Team

- 20. Choose the Right Words
- 21. Put Your Game Face On
- 28. Surround Yourself with Great Talent
- 31. Hold Your Team Accountable

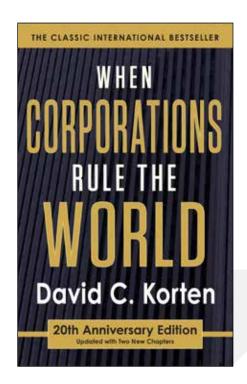
## Section 3: Extend Your Reach—the Responsibility to Lead Your Organization

- 45. Pick Your Battles
- 46. Avoid the Dangerous Gap between Good Ideas and Execution
- 49. Keep Customers in the Crosshairs of Decision Making
- 51. Keep Ethics Strong



- Authoritative: Based on what Management Action Programs, Inc. (MAP), has learned in the course of working with 170,000 leaders from 15,000 organizations such as Cisco WebEx, Wells Fargo, Red Bull, Wal-Mart, Marriott Hotels, United Way, Oracle Corporation, El Pollo Loco, and many more.
- User-friendly format: Written in fifty-two short, stand-alone, actionfocused chapters, this book features hundreds of practical tips that busy leaders can quickly read and implement.

Publication date: June 2015 \$26.95, hardcover, 240 pages 6" x 9" ISBN 978-1-62656-325-4 PDF ebook ISBN 978-1-62656-326-1 Business Rights: world



- . New edition of a modern classic: When Corporations Rule the World has sold over 150,000 copies, been translated into twenty languages, and helped launch the modern movement against corporate domination. Its 1995 warning about the growing global power of transnational corporations seems prophetic today.
- New material: This 20th anniversary edition includes an updated prologue, a new introduction, a new conclusion, and an updated epilogue.

Publication date: July 2015 \$22.95, paperback, 424 pages 61/8" x 91/4" ISBN 978-1-62656-287-5 PDF ebook ISBN 978-1-62656-288-2 **Current Affairs** Rights: world

David C. Korten

# When Corporations Rule the World

## The Classic International Bestseller 20th Anniversary Edition, Updated with Two New Chapters

In this new edition of his classic book, David Korten illuminates the convergence of ideological, political, and technological forces that have driven an ever-greater concentration of economic and political power in a handful of corporations and financial institutions and left the market system blind to all but its own short-term financial gains. As he vividly documents, the social and environmental consequences of these efforts have been devastating. Human survival depends on a global community-based, life-centered alternative beyond the outmoded ideologies of communism and capitalism. Korten lays out specific steps to achieve it.

In the new introduction and conclusion, and the updated prologue and epilogue, Korten shares insights from his personal experience as a participant in the growing new economy movement; reviews the implications of relevant events since 1995 including the global democracy movement, 9/11, the war on terror, and the financial crash of 2008—explores why the institutions of what he calls a suicide economy resolutely resist even modest reform; and outlines high-leverage opportunities for breakthrough change.



**David C. Korten** is a cofounder and board chair of YES! Magazine, a cochair of the New Economy Working Group, the founder and president of the Living Economies Forum, a member of the Club of Rome, a founding board member emeritus of the Business Alliance for Local Living Economies, a former associate of the International Forum on Globalization, and a former Harvard Business School professor.

## Contents

An End to Corporate Rule Prologue: A Personal Journey Introduction: Capitalism and the Suicide Economy

## Part I. Cowboys in a Spaceship

- 1. From Hope to Crisis
- 2. End of the Open Frontier
- 3. The Growth Illusion

## Part II. Contest for Sovereignty

- 4. Rise of Corporate Power in America
- 5. Assault of the Corporate Libertarians
- 6. Decline of Democratic Pluralism
- 7. Illusions of the Cloud Minders

## Part III. Corporate Colonialism

- 8. Dreaming of Global Empires
- 9. Building Elite Consensus
- 10. Buying Out Democracy
- 11. Marketing the World

- 12. Adjusting the Poor
- 13. Guaranteeing Corporate Rights

## Part IV. A Rogue Financial System

- 14. The Money Game
- 15. Predatory Finance
- 16. Corporate Cannibalism
- 17. Managed Competition

## Part V. No Place for People

- 18. Race to the Bottom
- 19. The End of Inefficiency
- 20. People with No Place

## Part VI. Reclaiming Our Power

- 21. The Ecological Revolution
- 22. Economies Are for Living
- 23. An Awakened Civil Society
- 24. Agenda for Democracy

Conclusion: People Power and

the Living Economy

Epilogue: The Purpose of Our Being

## Ira Chaleff

Foreword by Dr. Philip G. Zimbardo, creator of the Stanford Prison Experiment and author of *The Lucifer Effect* 

# **Intelligent Disobedience**

## Doing Right When You're Told to Do Wrong

Torture in Abu Ghraib prison. Corporate fraud. Falsified records at Veterans Administration hospitals. Teachers pressured to feed test answers to students. These scandals could have been prevented if, early on, people had said no to their higher-ups. In this timely new book, Ira Chaleff goes deeply into when and how to disobey inappropriate orders, reduce unacceptable risk, and find better ways to achieve legitimate goals.

The inspiration for the book, and its title, came from a concept used in guide dog training. Guide dogs must be able to recognize a command that would put their human and themselves at risk, effectively resist the command, and identify better options. This is precisely what Chaleff shows humans how to do.

He delves into the psychological dynamics of obedience, drawing in particular on what Stanley Milgram's seminal Yale experiments—in which volunteers were induced to administer shocks to innocent people—teach us about how to reduce compliance with harmful orders. Using dozens of vivid examples of historical events and everyday situations, Chaleff offers advice on judging whether intelligent disobedience is called for, how to effectively express opposition, and how to create a culture where, rather than "just following orders," citizens are educated and encouraged to think about whether those orders make sense.

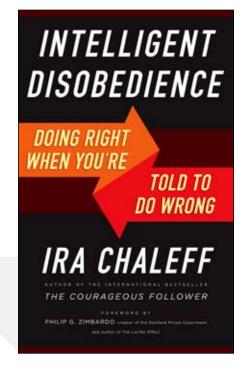


Ira Chaleff is the founder and president of Executive Coaching & Consulting Associates and chairman emeritus of the Congressional Management Foundation in Washington, DC. He is the founder of the Followership Learning Community of the International Leadership Association and has been named one of the 100 "Best Minds on Leadership" by Leadership Excellence magazine.

## Contents

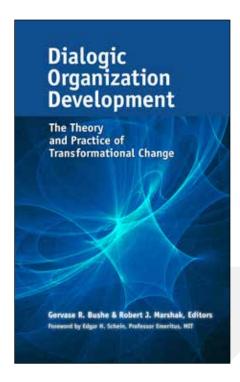
Introduction: Creating Cultures That Do the Right Thing

- 1. The Pressure to Obey: What Would You Do?
- 2. Obedience and Disobedience: When Is Which Right?
- 3. Breaking the Habit: It Takes More Than You Think
- 4. Finding Your Voice: Saying No So You Are Heard
- 5. Understanding the True Risks of Saying Yes
- 6. The Dynamics of Authority and Obedience
- 7. Changing the Dynamics
- 8. The Crucial Lessons from Guide Dog Training
- 9. The Price of Teaching Obedience Too Well
- 10. Teaching Intelligent Disobedience: Where Do the Lessons Begin?
- 11. Doing Right at Work: Saving Lives and Accomplishing Missions Conclusion: Personal Accountability and Cultures That Honor Doing Right



- By a major thought leader: Ira Chaleff's book *The Courageous Follower* (over 60,000 sold and translated into seven languages) inspired a new movement: followership, which is now the topic of courses in major universities and in military and civilian leadership programs.
- Wide appeal: Virtually all of us face the difficult decision of whether or not to go along with an order or program we know is wrong; this book strengthens our capacity to ethically and effectively do the right thing.

Publication date: July 2015 \$18.95, paperback, 240 pages 5½" x 8½" ISBN 978-1-62656-427-5 PDF ebook ISBN 978-1-62656-428-2 Current Affairs Rights: world



- Groundbreaking and definitive: This
  is the first-ever volume that explains
  the theory and practice of Dialogic
  OD, developed by the two scholarpractitioners who originated the
  concept.
- Global contributions: Twenty-one leading experts from around the world speak in one voice to provide a well-integrated, comprehensive presentation of the essentials of Dialogic OD.

Publication date: July 2015 \$69.95, hardcover, 496 pages 61%" x 91/4" ISBN 978-1-62656-404-6 PDF ebook ISBN 978-1-62656-405-3 Business/Organizational Development Rights: world Gervase R. Bushe and Robert J. Marshak, Editors Foreword by Edgar H. Schein

# Dialogic Organization Development

## The Theory and Practice of Transformational Change

Dialogic Organization Development is a compelling alternative to the classical action research approach to planned change. Organizations are seen as fluid, socially constructed realities that are continuously created through conversations and images—change happens when those conversations and images change. Leaders and consultants can help foster, support, or accelerate the emergence of transformational possibilities by encouraging disruptions to taken-for-granted ways of thinking and acting and the use of generative images to stimulate new organizational conversations and narratives. Dialogic OD is a different mindset, but it's also the previously unrecognized underpinning of such diverse change methods as Appreciative Inquiry, the Art of Convening, Future Search, and many more.

**Gervase R. Bushe** is professor of leadership and organization development at the Beedie School of Business, Simon Fraser University, and is a two-time winner of the Douglas McGregor Award. **Robert J. Marshak** is distinguished scholar in residence at the School of Public Affairs, American University. He has received the OD Network's Lifetime Achievement Award.

## Contents

Foreword: Dialogic Organization Development: Past, Present, and Future, *E. Schein* **Part I: Introduction and Overview**,

G. R. Bushe, R. J. Marshak

- Introduction to the Dialogic
   Organization Development Mindset,
   G. R. Bushe, R. J. Marshak
- 2. Introduction to the Practice of Dialogic OD, *G. R. Bushe, R. J. Marshak*

## Part II: Theoretical Bases of Dialogic Organization Development

- Social Constructionist Challenge to Representational Knowledge: Implications for Understanding Organization Change, F. J. Barrett
- Discourse and Dialogic Organization Development, R. J. Marshak,
   D. S. Grant, M. Floris
- 5. Generative Image: Sourcing Novelty, *G. R. Bushe, J. Storch*
- 6. Complexity, Self-Organization, and Emergence, *P. Holman*
- 7. Understanding Organizations as Complex Responsive Processes of Relating, *R. Stacey*
- 8. Consulting as Collaborative Coinquiry, J. K. Barge

## Part III: Practices of Dialogic Organization Development

- 9. Enabling Change: The Skills of Dialogic OD, *J. Storch*
- Entering, Readiness, and Contracting for Dialogic Organization Development, *T. Averbuch*
- 11. Transformative Learning during Dialogic OD, Y. Gilpin-Jackson
- 12. Framing Inquiry: The Art of Engaging Great Questions, *N. Southern*
- 13. Hosting and Holding Containers, *C. Corrigan*
- 14. From Them to Us: Working with Multiple Constituents in Dialogic OD, *R. Gordezky*
- Amplifying Change: A Three-Phase Approach to Model, Nurture, and Embed Ideas for Change, M. Roehrig, J. Schwendenwein, G. R. Bushe
- 16. Coaching from a Dialogic OD Paradigm, *C. Swart*
- 17. Dialogic Process Consultation: Working Live, *J. Goppelt, K. W. Ray* Commentary on Dialogic Process Consultation, *P. Shaw*

Part IV: Conclusion: The Path Ahead, G. R. Bushe and R. J. Marshak

Dana Gaines Robinson, James C. Robinson, Jack J. Phillips, Patricia Pulliam Phillips, and Dick Handshaw

# **Performance Consulting**

# A Strategic Process to Improve, Measure, and Sustain Organizational Results Third Edition, Completely Revised and Updated

In America, organizations spend \$175 billion in training initiatives and more than \$500 billion in human resource solutions every year yet often have little to show for it. One reason is that people "jump to solutions" before they identify the causes of the problem. Performance consultants are effective because they partner with clients to clarify business goals and determine root causes for gaps between desired and current results. Only then are specific solutions agreed upon and implemented.

This third edition of the classic book that introduced performance consulting adds a wealth of new material. There are new case examples throughout and four new chapters providing detailed steps for measuring results from performance consulting initiatives on five different levels, including ROI. The book includes a never-before-published Alignment and Measurement Model, allowing you to match up organizational needs with appropriate performance consulting initiatives and measures.

Profoundly practical, this new edition will enable you to make a difference in your organization that is valued, measurable, and sustainable.

**Dana Gaines Robinson** is the founder and former president and **James C. Robinson** is the former chairman of Partners in Change, Inc.; they are the authors of multiple books, including *Strategic Business Partner*. **Jack J. Phillips** is chairman and **Patricia Pulliam Phillips** is president and CEO of the ROI Institute; they are the authors of numerous books, including *Show Me the Money*. **Dick Handshaw** is chairman of Handshaw, Inc., and the author of *Training That Delivers Results*.

## **Contents**

Introduction: Stop Jumping to Solutions and Make Performance Your Business!

- 1. Performance Consulting: The Process
- 2. Performance Consulting: The Mental Model and Logic

## First Phase: Identify Strategic Opportunities

- 3. Build Client Partnerships
- 4. Identify Strategic Opportunities Reactively
- 5. Identify Strategic Opportunities Proactively

## Second Phase: Assess Business and Performance Needs

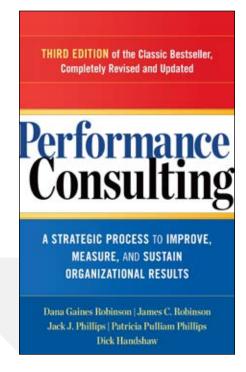
- 6. Define the SHOULDs.
- 7. Assess the IS
- 8. Identify CAUSEs and Select Solutions

## Third Phase: Implement and Measure Solutions

- 9. Alignment and Measurement Model
- 10. Develop and Implement the Measurement Plan
- 11. Determine Return on Investment (ROI)

## Fourth Phase: Report and Sustain Results

12. Report Results and Form Plans for Sustaining Results Conclusion: Commit Now to Make Performance Your Business Performance Consulting and Measurement Toolkit



- Extensively revised: This twentiethanniversary edition of a classic in the human resources, learning, and OD fields—over 90,000 copies sold features a new process, new cases, and extensive new material on evaluating and sustaining the impact of performance change initiatives.
- Enhanced author team: Dana and Jim Robinson have combined their performance consulting expertise with the ROI models of Jack and Patricia Phillips and the performance consulting experience of Dick Handshaw.

Publication date: June 2015 \$35.95, paperback, 288 pages 6½" x 9¼" ISBN 978-1-62656-229-5 PDF ebook ISBN 978-1-62656-230-1 Business Rights: world

# Our New Website: Online and Upward

Sometimes you meet a friend you haven't seen for a while, someone who's working out and eating right and dressing well, and you say "Wow, you look great. I hardly recognized you!" That's the experience you'll have when you check out our new, bigger, and vastly improved website.

But while the new website looks much prettier, the differences are far more than skin deep.

# Connecting People and Ideas

Charlotte Ashlock, our digital producer and editor, had a vision of making www .bkconnection.com more than just a place to find out about and purchase our books. She wanted it to become a genuine online community—somewhere people could meet and share ideas, another way to further our mission of "connecting people and ideas to create a world that works for all." So the new site incorporates a vastly souped-up BK Community section.

When you join the BK Community—it's free!—you get access to the BK Blog, where members can share their thoughts on whatever catches

their interest, floats their boat, or raises their ire. There's also a Discussion Circles section where you can join an ongoing debate or start one

of your own. We've consciously designed the BK Community section so that all members are on an equal footing—authors, readers, staff members, board members, investors, everybody has the same basic profile page and has equal access to all the features.

Members also get a 10 percent discount on all our books and a 30 percent discount on our ebooks. And you are instantly subscribed to the *BK Communiqué*, our

beloved and ever-surprising e-newsletter, which, among many other things, features a free ebook in every issue. And we're mulling over other ways to involve our community.

## And More Ideas

And even if you're not yet an official member of the community, you can still read the *BK Magazine*, one of the more ambitious parts of the website overhaul. Here you'll find articles and opinion pieces; tips on writing, marketing, and social media; news about BK; and a section called "Just for Fun" that has riddles, videos, advice on how to "Be a Pretentious Literary Know-It-All," and much more. But if you're an official member of the community, you can contribute here too—you can petition Charlotte to become a contributing writer.

## **Find Expert Assistance**

Another part of the new site that has been worked over extensively is the BK Expert Directory. This is a new service we're providing that allows customers to find experts and consultants in a wide range of fields relating to change at the personal and organizational levels. You can search the directory by different criteria, like expert name, expertise, qualifications, or location. As of February 2015 we have over 140 experts listed in areas such as organizational design and development, leadership, business strategy, management, and public service.

Once you choose an expert, we put the two of you in touch to work out the details. All BK authors are eligible to be listed in the directory, but experts can also be recommended by BK authors or staff, and you can also be listed if you have certain specific kinds of training or accreditation. It's all on the website, but if you have any questions you can contact Charlotte Ashlock, cashlock@bkpub.com.

We're very excited about our new website—it's the online equivalent of moving into a fantastic new house with lots of cool rooms. Please come by and hang out!

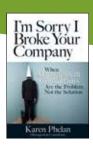


## **Our Forty-Five Top Sellers**

Nearly 200 Berrett-Koehler books—or approximately a third of our total booklist—have sold more than 20,000 copies (including sales of all US and foreign editions in all formats). Forty-five of our books have sold more than 100,000 copies and three have sold more than a million copies. This is a remarkable track record at a time when the average new book sells less than 2,000 copies over its lifetime.

Title	Copies sold	Foreign language translations
Leadership and Self-Deception	1,400,000+	30
Eat That Frog!	1,300,000+	40
Confessions of an Economic Hit Man	1,200,000+	32
Love 'Em or Lose 'Em	670,000+	23
Repacking Your Bags	550,000+	18
The Secret	520,000+	28
Goals!	440,000+	30
Empowerment Takes More Than a Minute	400,000+	17
Leadership and the New Science	380,000+	18
A Peacock in the Land of Penguins	375,000+	22
The Anatomy of Peace	320,000+	14
Full Steam Ahead!	280,000+	21
The Five Secrets You Must Discover Before You Die	240,000+	19
Managing By Values	225,000+	19
The 100 Absolutely Unbreakable Laws of Business Success	200,000+	26
A Complaint Is a Gift	200,000+	20
The 21 Success Secrets of Self-Made Millionaires	200,000+	23
The Power of Purpose	200,000+	13
Change Your Questions, Change Your Life	200,000+	15
Stewardship	190,000+	5
How to Get Ideas	180,000+	21
Synchronicity	175,000+	15
Leadership from the Inside Out	160,000+	4
Change Is Everybody's Business	150,000+	8
When Corporations Rule the World	150,000+	20
Affluenza	150,000+	8
Be a Sales Superstar	150,000+	19
Know Can Do!	150,000+	15
No More Regrets	150,000+	7
The Referral of a Lifetime	140,000+	9
The Hamster Revolution I Moved Your Cheese	140,000+	11
On-the-Level	140,000+ 130,000+	23 5
Getting Things Done When You Are Not in Charge	130,000+	12
Go Team!	130,000+	11
Managers As Mentors	130,000+	10
Flight Plan	125,000+	22
The Laws of Lifetime Growth	125,000+	13
The Serving Leader	120,000+	7
Turning to One Another	120,000+	9
Shifting Sands	120,000+	4
Love It, Don't Leave It	100,000+	16
301 Ways to Have Fun at Work	100,000+	9
Prisoners of Our Thoughts	100,000+	20
Great Leaders Grow	100,000+	12





## **More Bestsellers**

Berrett-Koehler books frequently appear on national and international bestseller lists. Headlining our new bestsellers is *How the Poor Can Save Capitalism*, by John Hope Bryant, the bestselling economics book today by an African-American author. It has sold nearly 30,000 copies in its first six months and has appeared on many bestseller lists, including Apple iBookstore, Amazon .com, and 1800CEOREAD.

Networking for People Who Hate Networking, by Devora Zack, recently made it to #7 on the Washington Post nonfiction bestseller list. We are expecting big sales as well from Zack's new book, Singletasking (page 18).

Hudson Booksellers is the largest chain of airport bookstores. Our most recent books on their bestseller list are *REFIRE!* Don't Retire, by Ken Blanchard and Morton Shaevitz, and Why Motivating People Doesn't Work—and What Does, by Susan Fowler.

## Bestsellers in Japan

BK books have been translated into more than 50 languages, and these foreign language editions are frequently bestsellers in countries around the world. Most recently, *I'm Sorry I Broke Your Company*, by Karen Phelan, became a surprise hit in Japan. It rose to number one in the business category and number 26 in overall ranking in all categories.

Standing in the Fire, by Larry Dressler, became the number one-ranked leader-ship book on Amazon Japan. After events in Japan promoting his book, Dressler wrote: "I see my book everywhere! The message has tapped into a hunger in Japan for greater authenticity and emotional expression I think."

# **Awards and Honors**

Berrett-Koehler books are regularly recognized for excellence by a variety of organizations and in a variety of ways. Our books are receiving so much recognition it's hard to fit them all in. Here are some of our more recent accolades.

John Hope Bryant's *How the Poor Can Save Capitalism* was recognized by two prominent capitalist organizations. The nation's top business book retailer, 800-CEO-READ, named it the number one Finance and Economics book for 2014. And *strategy+business* magazine singled it out as one of the top three books in the Sustainability category.

At the International Leadership Association's 2014 meeting in October, two BK books were in competition for the University of San Diego Department of Leadership Studies' Outstanding Leadership Book Award: Humble Inquiry, by Ed Schein, and The Transforming Leader, edited by Carol Pearson. In the end, Humble Inquiry won. The Transforming Leader received an honorable mention for merit. In addition, Meg Wheatley, author of six BK books, was honored at the opening plenary with the ILA Lifetime Achievement Award.

In December, *Inc. Magazine* named Alexandra Watkins's book on naming products and services, *Hello My Name is Awesome*, as one of its Top Ten Marketing Books of 2014.

At the International Latino Book Awards in June 2014, Juana Bordas's *The Power of Latino Leadership* won the Best Business Book award. And in August, the book won the 2014 Peace Corps Writers Publisher's Special Award for the best book published in 2013. (As a young woman, Juana was a Peace Corps volunteer in Peru.)

The Organization Development Network gave several awards to BK authors.

Judith Katz, coauthor of three BK books

(most recently Opening Doors to Teamwork and Collaboration), was a recipient of the 2014 Lifetime Achievement award. Edward Lawler, a distinguished professor and coeditor of the BK book Useful Research, won the Communicating OD Knowledge award. And the Sharing the Wealth award, recognizing individuals who consistently and willingly share their wealth of knowledge and expertise over an extended period of time, went to Marvin Weisbord, Sandra Janoff, and the Future Search Network. Marvin is the author of Discovering Common Ground, and he and Sandra are the coauthors of three editions of Future Search as well as Don't Just Do Something, Stand There.

Ken Blanchard, coauthor of twelve BK books (most recently *Refire! Don't Retire*), was honored with the 2014 Warren Bennis Award for Excellence in Leadership. This award is given out by Linkage, a global organizational development company specializing in leadership development and training.

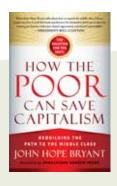
Not only do our books read well, but they look nice too. In June 2014,

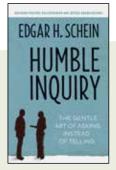
Brad Edmondson's *Ice Cream Social: The Struggle for the Soul of Ben and Jerry's* won a silver medal for design from PubWest, an association of publishing professionals with members in thirty-one states and four countries.

Fritjof Capra's Learning from Leonardo got some gold—it won the 2013 Gold IndieFab award (handed out in 2014) from Foreword Reviews magazine in the Science category.

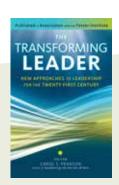
Two BK books won IPPY awards from *Independent Publisher* magazine. Marilee Adams's *Teaching That Changes Lives* won a gold medal in the Education category, and the third edition of *Affluenza*, by John de Graaf, Dave Wann, and Thomas Naylor, won a silver medal in the Current Events category.

And we're not just talking print here. The enhanced ebook version of Karen Hough's *Be the Best Bad Presenter Ever* won a gold Benjamin Franklin Digital Award, which recognizes excellence of content, design, and use of technology.

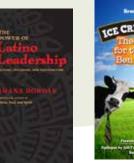


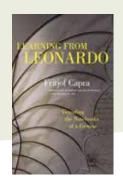
















A digital subscription service from Berrett-Koehler Publishers

# Welcome to BKPedia, Berrett-Koehler's New Digital Subscription Service!

Like music fans and film buffs, readers everywhere are moving from an "ownership" model to a "consumption" model. They want instant access to content, but they don't necessarily want to own it in print or even ebook form. Of course the Internet offers an abundance of free content, but it's overwhelming and indiscriminate. If someone has done the hard and valuable work of curating content into useful, coherent collections, people are willing to pay for it.

In response to these changing dynamics, we've developed a digital subscription service called BKpedia. Subscribers to the service have access to thematic collections of carefully selected digital content: books, articles, case studies, tools, and many other resources. Our own publications form the foundation of this service, but we're including assets from other book publishers as well as from journal publishers, professional associations, institutes, consulting firms, and many other sources, all of which will receive a portion of the revenues. We expect that each collection will grow to include hundreds or even thousands of resources.

# The Collections and the Curators

Each thematic collection is curated by a team of highly respected experts, who actively seek out the best available content. We're starting off with two collections. For the Advances in Leadership and Management collection, the team is led by Elaine Biech, president of ebb associates. Elaine has had a distinguished thirty-five-year career in the leadership field, including writing or compiling over sixty books for a variety of publishers.

Our Organizational Change and Innovation collection is curated by a team led by Steve Cady, director of the Institute of Organizational Effectiveness at Bowling Green State University and, among other things, coeditor of the massive second edition of Berrett-Koehler's *Change Handbook*.

We're planning to launch a third collection in 2016: Diversity and Inclusion. Our curator for that collection, who has already begun her work, is Julie O'Mara, president of Omara and Associates and coauthor of the widely used Global Diversity and Inclusion Benchmarks.

## **How It Works**

This service will be a boon to organizations—academic and public libraries, corporations, government institutions, consulting firms, and others—that want to provide quick and easy multiuser access to the best available content. Individuals can subscribe too. The collections will be available on both an annual subscription basis and a perpetual-use basis. And customers can tailor their subscriptions

to meet their needs: they can create a smaller, more targeted custom content package from the existing collections or even subscribe to a single title. Each year, the collections will be "topped up" with new content, which will encourage existing subscribers to renew as well as keep the collections fresh and relevant.

Our technology partner in this venture is Publishing Technology, the largest supplier of technology and related services to the publishing industry. BKpedia is built on the ingentaconnect platform, which is flexible, robust, and highly searchable (by author, title, keywords, publication date, ISBN, and more). It also provides detailed usage statistics, allowing both Berrett-Koehler and subscribing institutions to see what the most popular resources are. There are 26,000 libraries worldwide using ingentaconnect, and Publishing Technology is working with more than 250 publishers.

Since we started converting our print books to ebooks back in 2000, Berrett-Koehler has been committed to using technology to make enlightened, humane, and effective ideas available to the widest possible audience. BKpedia is simply the latest stage in this ongoing evolution—a new way to connect people and ideas to create a world that works for all.

## Individual customers

## Order online

www.bkconnection.com

## Order by phone

800-929-2929, 8 am-9 pm Eastern time, M-F

## Order by email

bkp.orders@aidcvt.com

## Order by fax

(802) 864-7626

## Order by mail

Berrett-Koehler Publishers, PO Box 565, Williston, VT 05495. Please include your daytime phone number.

We accept checks, money orders, VISA, MasterCard, and American Express.

Orders are usually shipped United States Postal Service book rate. Please allow 1–2 weeks for delivery.

Orders shipped to California or Vermont will include applicable sales tax.

# Rush shipping (U.S. orders only)

Rates for rush shipping are available by calling our toll-free order number, 800-929-2929, or emailing us at urgent@aidcvt.com. Clearly identified urgent orders received weekdays by 11 am eastern time will be shipped that day. Orders received after this time or on weekends will be shipped the next business day, except holidays.

## Returns

Please send returns via a traceable shipping method with a copy of the original invoice and reason for return to Berrett-Koehler, Attn: Returns, 82 Wintersport Lane Williston, VT 05495.

## **Bulk orders**

Discounts are available for orders of 10 or more copies of a single title. Please contact us or see our website for further information.

## U.S. book trade

Please contact:
Ingram Publisher Services
Customer Service, Box 512,
One Ingram Blvd.
LaVergne, TN 37086
Tel: 800-509-4887
Fax: 800-838-1149
customer.service@
ingrampublisherservices.com

Berrett-Koehler titles are also available through Baker & Taylor and other major national and regional wholesalers.

# College and university text orders

All orders will receive a 20% discount.

# Complimentary text exam copies

Complimentary text adoption exam copies of any book can be requested directly from our website. Every book page has a "Professors: Request Exam Copy" link. Just search for the book and click on this link.

## **Discounts for resellers**

Berrett-Koehler products are available at special discounts when purchased for resale. Trade bookstores should contact Ingram Publisher Services (see above). All other resellers should contact Marina Cook, Senior Sales Manager

Tel: (510) 817-2263 Fax: (510) 817-2278 mcook@bkpub.com

# Return policy for resale accounts

from Berrett-Koehler should be returned freight prepaid to Berrett-Koehler, Attn: Returns, 82 Wintersport Lane, Williston, VT 05495. Publications ordered on a returnable basis may be returned without prior authorization within one year of invoice date, provided they are unmarked and in resalable condition. To receive full credit, please enclose a packing list, reason for return and a copy of the original invoice. Items returned

Publications purchased directly

discount. Credit may be taken only after a credit memo is issued. NO CASH REFUNDS. Damaged books must be

with-out invoice information

will be credited at a 60%

Damaged books must be returned within 45 days of invoice date.

## Media review copies

Please fax or email your media review copy requests to Katie Sheehan, Publicist Tel: (510) 817-2266 Fax: (510) 817-2278 ksheehan@bkpub.com

Requests are fulfilled upon receipt via UPS Ground service or Priority Mail.

## **Subsidiary rights**

Contact María Jesús Aguiló Director, International Sales and Subsidiary Rights Tel: (510) 817-2272 Fax: (510) 817-2278 maguilo@bkpub.com

## Outside the U.S.

## Canada

Raincoast Books 9050 Shaughnessy Street Vancouver, BC, V6P 6E5 Canada

Tel: 800-663-5714 Fax toll-free: 800-565-3700 www.Raincoast.com

## UK, Europe, the Middle East, and Africa

McGraw-Hill Book Co. Europe Shoppenhangers Rd., Maidenhead, Berkshire SL6 2QL England

Tel: +44 1628-502500
Fax: +44 1628-770224
Marketing: Stephanie Gover
Customer Services:
orders@mcgraw-hill.com
Customer Services direct fax:
+44 1628-635895

## Australia and New Zealand

Eurospan Australia
Level 19, 644 Chapel Street
South Yarra, Melbourne
Victoria 3141 Australia
+ 61 (0) 3 8844 5527
+ 61 (0) 3 9826 3141
emma.white@eurospangroup
.com
http://www.eurospanbookstore
.com

South, East, and Southeast Asia

McGraw-Hill Education (Asia) also servicing Mauritius, but excluding North Korea, India, and the Sub-Continent: 60 Tuas Basin Link, Singapore 638775 Tel: (65) 6863 1580 Customer Service Hotline: (65) 6868 8188 Fax: (65) 6862 3354 mghasia\_sg@mcgraw-hill.com

## India

(also servicing Pakistan, Bangladesh, Nepal, Bhutan, Sri Lanka and the Maldives) HarperCollins Publishers India A-75, Sector 57, Noida Uttar Pradesh, 201, 301 India Phone: +91 120 4044800 Fax: +91 120 4044850 E-mail: sameer.mahale@harp ercollins-india.com or mitali .garg@harpercollins-india.com www.harpercollins.co.in

## For all other countries contact:

Berrett-Koehler Publishers 1333 Broadway, Suite 1000 Oakland, CA 94612 Tel: 1-510-817-2277 Fax: 1-510-817-2278

## Individual customers

## Order online

www.bkconnection.com

## Order by phone

800-929-2929, 8 am-9 pm Eastern time, M-F

## Order by email

bkp.orders@aidcvt.com

## Order by fax

(802) 864-7626

## Order by mail

Berrett-Koehler Publishers, PO Box 565, Williston, VT 05495. Please include your daytime phone number.

We accept checks, money orders, VISA, MasterCard, and American Express.

Orders are usually shipped United States Postal Service book rate. Please allow 1–2 weeks for delivery.

Orders shipped to California or Vermont will include applicable sales tax.

# Rush shipping (U.S. orders only)

Rates for rush shipping are available by calling our toll-free order number, 800-929-2929, or emailing us at urgent@aidcvt.com. Clearly identified urgent orders received weekdays by 11 am eastern time will be shipped that day. Orders received after this time or on weekends will be shipped the next business day, except holidays.

## International shipping

Please see "Outside the United States" on the next page for the distributor serving your area. If you are unable to order through one of our distributors, please contact us.

## Returns

Please send returns via a traceable shipping method with a copy of the original invoice and reason for return to Berrett-Koehler, Attn: Returns, 82 Wintersport Lane Williston, VT 05495.

## **Bulk orders**

Discounts are available for orders of 10 or more copies of a single title. Please contact us or see our website for further information.

## U.S. book trade

Please contact:
Ingram Publisher Services
Customer Service, Box 512,
One Ingram Blvd.
LaVergne, TN 37086
Tel: 800-509-4887
Fax: 800-838-1149
customer.service@
ingrampublisherservices.com

Berrett-Koehler titles are also available through Baker & Taylor and other major national and regional wholesalers.

# College and university text orders

All orders will receive a 20% discount.

# Complimentary text exam copies

Complimentary text adoption exam copies of any book can be requested directly from our website. Every book page has a "Professors: Request Exam Copy" link. Just search for the book and click on this link.

## **Discounts for resellers**

Berrett-Koehler products are available at special discounts when purchased for resale. Trade bookstores should contact Ingram Publisher Services (see above). All other resellers should contact the Special Sales Department: Tel: (415) 288-0260 Fax: (415) 362-2512 bkpub@bkpub.com

# Return policy for resale accounts

Publications purchased directly from Berrett-Koehler should be returned freight prepaid to Berrett-Koehler, Attn: Returns, 82 Wintersport Lane, Williston, VT 05495.

Publications ordered on a returnable basis may be returned without prior authorization within one year of invoice date, provided they are unmarked and in resalable condition. To receive full credit, please enclose a packing list, reason for return and a copy of the original invoice. Items returned without invoice information will be credited at a 60% discount. Credit may be taken only after a credit memo is issued. NO CASH REFUNDS. Damaged books must be returned within 45 days of invoice date.

## Media review copies

Please fax or email your media review copy requests to Katie Sheehan, Publicist Tel: (415) 743-6477 Fax: (415) 362-2512 ksheehan@bkpub.com

Requests are fulfilled upon receipt via UPS Ground service or Priority Mail.

## **Subsidiary rights**

Contact María Jesús Aguiló Director, International Sales and Subsidiary Rights Tel: (415) 743-6467 Fax: (415) 362-2512 maguilo@bkpub.com

## Outside the U.S.

## Canada

Raincoast Books 9050 Shaughnessy Street Vancouver, BC, V6P 6E5 Canada

Tel: 800-663-5714 Fax toll-free: 800-565-3700 www.Raincoast.com

## UK, Europe, the Middle East, and Africa

McGraw-Hill Book Co. Europe Shoppenhangers Rd., Maidenhead, Berkshire SL6 2QL England

Tel: +44 1628-502500 Fax: +44 1628-770224 Marketing: Stephanie Gover Customer Services: orders@mcgraw-hill.com Customer Services direct fax: +44 1628-635895

# Australia and New Zealand Eurospan Australia

Level 19, 644 Chapel Street South Yarra, Melbourne Victoria 3141 Australia + 61 (0) 3 8844 5527 + 61 (0) 3 9826 3141 emma.white@eurospangroup .com http://www.eurospanbookstore

.com

# South, East, and Southeast Asia McGraw-Hill Education (Asia) also servicing Mauritius, but excluding North Korea, India, and the Sub-Continent: 60 Tuas Basin Link, Singapore 638775 Tel: (65) 6863 1580 Customer Service Hotline: (65) 6868 8188 Fax: (65) 6862 3354

mghasia sg@mcgraw-hill.com

## India

(also servicing Pakistan, Bangladesh, Nepal, Bhutan, Sri Lanka and the Maldives) HarperCollins Publishers India A-75, Sector 57, Noida Uttar Pradesh, 201, 301 India Phone: +91 120 4044800 Fax: +91 120 4044850 E-mail: sameer.mahale@harp ercollins-india.com or mitali .garg@harpercollins-india.com www.harpercollins.co.in

## For all other countries:

Berrett-Koehler Publishers 235 Montgomery, Suite 650 San Francisco, CA 94104-2916, USA

Tel: +1 415 288-0260 Fax: +1 415 362-2512 www.bkconnection.com

## **NEW FOR SPRING 2015**



