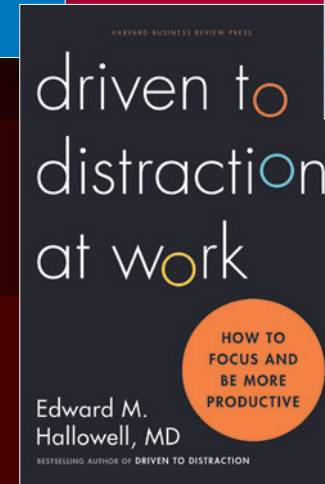
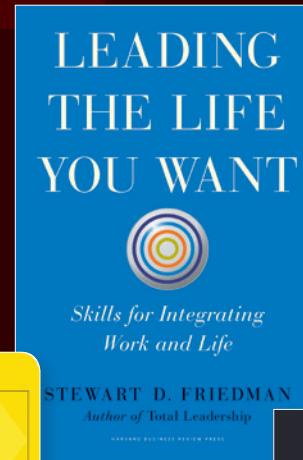




**Harvard  
Business  
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Press

FALL

'14



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# The Power of the Harvard Business Review Brand

The global reach of *Harvard Business Review* extends the audience for Harvard Business Review Press books—a position unique to most book publishers. Here is a snapshot of the subscribers and fans we reach on a regular basis. They follow our content ... and they buy our books!

## HARVARD BUSINESS REVIEW PRINT AND IPAD EDITIONS

[ AS OF JANUARY 2014 ]

- Global circulation: 278,000
- Global English language edition is distributed in 50+ countries
- Over 1M app downloads

## HBR.ORG

- Nearly 4M unique visitors each month to HBR.org
- Fourteen newsletters with an average reach of 100,000 subscribers

## SOCIAL MEDIA

More than 3.5M fans and followers across Twitter, Facebook, LinkedIn, and Google+

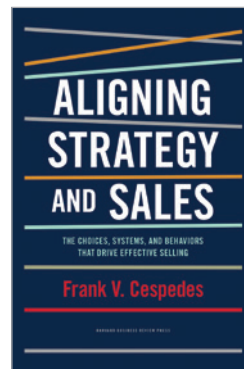
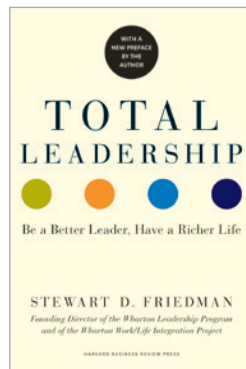
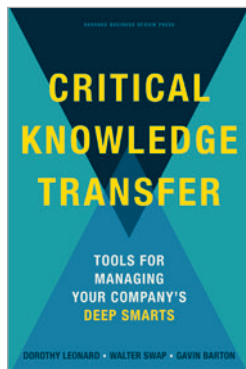
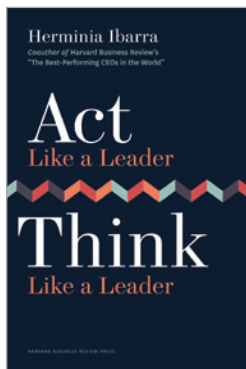
- Twitter (@HarvardBiz): 1.3M+
- Facebook: 1M+
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## HOW WE LEVERAGE OUR PLATFORMS TO PROMOTE OUR BOOKS

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- > Special discounts and promotions to our HBR LinkedIn group members
- > Book trailers, author talks, and other videos featured on the HBR YouTube channel
- > Monthly full-page color advertisements in *Harvard Business Review*
- > Online advertising across HBR.org and newsletters
- > Many authors contribute regularly to our popular HBR Blog Network
- > Books are promoted on the HBR.org home page and via Book of the Month promotions
- > Find us and follow us on Twitter, Facebook, LinkedIn, YouTube, and Google+



## Table of Contents



<b>2</b>	The Alliance Reid Hoffman, Ben Casnocha, and Chris Yeh	<b>9</b>	HBR's 20-Minute Manager Series	<b>17</b>	Act Like a Leader, Think Like a Leader Herminia Ibarra
<b>3</b>	Aligning Strategy and Sales Frank V. Cespedes	<b>10</b>	HBR Guide to Office Politics	<b>18</b>	HBR's 10 Must Reads Series
<b>4</b>	The Innovator's Method Nathan Furr and Jeff Dyer	<b>11</b>	HBR Guide to Coaching Employees	<b>20</b>	HBR Guides Series
<b>5</b>	Leading the Life You Want Stewart D. Friedman	<b>12</b>	Well-Designed Jon Kolko	<b>21</b>	HBR's 20-Minute Manager Series
<b>6</b>	Total Leadership Stewart D. Friedman	<b>13</b>	Critical Knowledge Transfer Dorothy Leonard, Walter Swap, and Gavin Barton	<b>22</b>	Recently Published and Backlist Favorites
<b>7</b>	Leading Digital George Westerman, Didier Bonnet, and Andrew McAfee	<b>14</b>	Driven to Distraction at Work Edward M. Hallowell, MD	<b>24</b>	Contact Information
<b>8</b>	Fail Better Anjali Sastry and Kara Penn	<b>15</b>	Wiser Cass R. Sunstein and Reid Hastie		
		<b>16</b>	Blue Ocean Strategy W. Chan Kim and Renée Mauborgne		



# The Alliance

## Managing Talent in the Networked Age

**REID HOFFMAN, BEN CASNOCHA, AND CHRIS YEH**

The employee relationship is broken, and managers face a seemingly impossible dilemma: you can't afford to treat employees like family, but you can't build a lasting business when employees act like free agents. The solution? Start thinking of employees as allies.

As a manager you want your employees to transform your company. And your employees want to transform their careers. But these transformations will only happen if both sides trust each other enough to commit to mutual investment and benefit. We can't rebuild lost trust without straight talk that recognizes the realities of the modern economy. So, the alliance begins with managers acknowledging that great employees might leave the company and with employees being honest about their own career aspirations.

By putting the alliance at the heart of your talent strategy, you'll not only bring back trust, but you'll be able to recruit and retain the entrepreneurial individuals you need to adapt to a fast-changing world.

These sorts of people—flexible, creative, and with a bias toward action—thrive when they're on a specific "Tour of Duty"—when they have a mission that's mutually beneficial to employee and company that can be completed in a realistic period of time.

Coauthored by the founder of LinkedIn, this bold but practical guide for individual managers and executives will give you the tools you need to recruit, manage, and retain the great employees who make your company thrive in today's networked age.

**Reid Hoffman** is cofounder and chairman of LinkedIn and partner at the Silicon Valley venture capital firm Greylock. [MENLO PARK, CA]  
**Ben Casnocha** is an award-winning entrepreneur and best-selling coauthor, with Reid, of *The Start-Up of You*. [SAN FRANCISCO, CA]  
**Chris Yeh** is the vice president of marketing of PBworks and general partner at Wasabi Ventures. [SAN MATEO, CA]

### POINTS OF INTEREST

- > Redefines workplace loyalty for a more networked age
- > From the cofounder of LinkedIn and coauthors of *The Start-Up of You*
- > Based on a popular 2013 *Harvard Business Review* article

**JULY 2014**

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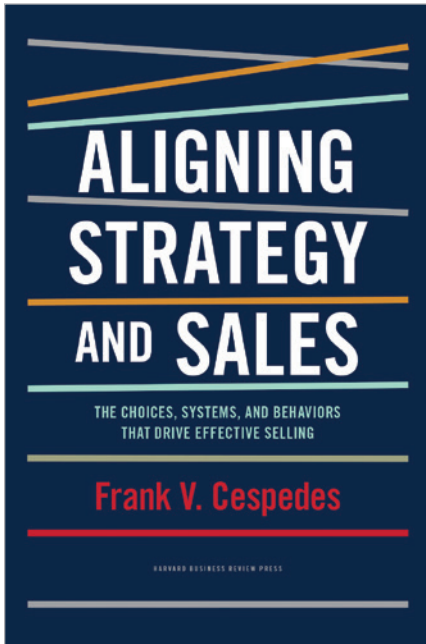
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# Aligning Strategy and Sales

The Choices, Systems, and Behaviors That Drive Effective Selling

**FRANK V. CESPEDES**

**It's time to address the enormous cost of the strategy-sales gap.**

The most crucial connection in an organization seeking to grow is between sales and strategy. But if your company is like most, instead of a strong connection there is a widening gap and too little bang for the buck. This book will help turn the tide for your organization.

U.S. companies, for example, invest almost \$900 billion annually in their sales forces—more than three times the amount they spend on all media advertising, and twenty times more than the total spent on digital marketing. Yet research indicates that, on average, companies deliver only about 50 to 60 percent of the financial performance their strategies promise. That's a lot of wasted money and managerial effort.

*Aligning Strategy and Sales* will help you close the gap, establish the needed connections, and improve both sales and strategy in your organization. Usable, thoughtful, and clear, this book will help you drive performance, evaluate sales numbers, and hire or train the people who deal with your customers—from sales and functional heads to HR and the C-suite. Informed by the author's experience and research as a business manager, board member, consultant, and professor at Harvard Business School, *Aligning Strategy and Sales* provides the know-how and tools to do exactly what its title promises.

**Frank Cespedes** is the MBA Class of 1973 Senior Lecturer of Business Administration at Harvard Business School. He has run a business, served on the boards of established corporations as well as start-ups, and consulted to companies around the world. He is the author of six books and many articles in *Harvard Business Review*, *The Wall Street Journal*, *California Management Review*, and other publications. [ROSLINDALE, MA]

**POINTS OF INTEREST**

- > Aligning sales and other go-to-market activities with the company's strategic objectives
- > Fills a gap in the market and inside organizations
- > Cespedes teaches at Harvard Business School and leads an executive program based on this content



## The Innovator's Method

Bringing the Lean Startup into Your Organization

**NATHAN FURR AND JEFF DYER**

**A radical new method—adapting the latest techniques honed by successful startups—for managing innovation in established businesses**

Call it “lean startup,” “design thinking,” or “agile.” No matter the name, it’s clear that a new method is revolutionizing how to successfully create and bring ideas to market—without traditional business planning.

Based on fieldwork with thousands of managers and validated inside dozens of companies, innovation experts Nathan Furr and Jeff Dyer show when and how to apply a lean startup approach to innovation in established businesses. With detailed cases from the authors’ work implementing these ideas with companies such as Intuit, NEC, P&G, Virgin Airlines, Kia, Folio, Citi, Hallmark, and Verizon, *The Innovator’s Method* picks up where Jeff Dyer’s *The Innovator’s DNA* leaves off, showing how to test, validate, and commercialize ideas with the lean and agile techniques that successful entrepreneurs use.

### POINTS OF INTEREST

- > Helps translate “lean startup” and “agile” for real work environments
- > The authors teach at Brigham Young University’s Marriott School of Business
- > Based on fieldwork with thousands of managers inside real-life organizations

**SEPTEMBER 2014**

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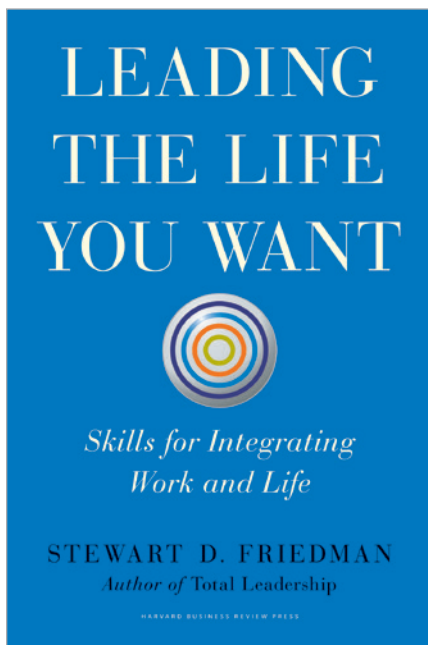
**Nathan Furr** is a professor of entrepreneurship at Brigham Young University’s Marriott School of Business and has worked previously as a management consultant, venture capitalist, and entrepreneur. [PROVO, UT] **Jeff Dyer** is the Horace Beesley Professor of Strategy at Brigham Young University’s Marriott School of Business. He is the lead author of *The Innovator’s DNA*. [PROVO, UT]

ALSO BY **JEFF DYER**



#### The Innovator's DNA

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## Leading the Life You Want

Skills for Integrating Work and Life

**STEWART D. FRIEDMAN**

### The path to greater harmony between work and life

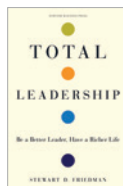
Do professional accomplishments have to come at the expense of having a full life? Not according to Wharton professor and leadership and work-life expert Stewart D. Friedman. In this new book, Friedman points to several high-profile examples—from U.S. First Lady Michelle Obama and Facebook’s Sheryl Sandberg to world-renowned rocker Bruce Springsteen—to prove his case.

In *Leading the Life You Want*, Friedman identifies critical skills for leading an authentic and balanced life and illustrates them through the compelling stories of six remarkable individuals. Each leader showcased in the book—Springsteen, Obama, Sandberg, U.S. Navy SEAL Eric Greitens, and Olympic gold medalist Julie Foudy—exemplifies a specific set of skills for achieving greater harmony between work and life. Based on in-depth interviews and research, Friedman paints a dramatic picture of the creative ways these very different leaders pursue authenticity and harmony every day.

Picking up from where Friedman’s bestseller *Total Leadership* leaves off, *Leading the Life You Want* will inspire and reinforce the changes you want to make to lead a more balanced life and to become a better everyday leader.

**Stewart D. Friedman** is a professor at the Wharton School of Business at the University of Pennsylvania and the founding director of the Wharton Leadership Program and Wharton’s Work/Life Integration Project. He is the author of the bestseller *Total Leadership: Be a Better Leader, Have a Richer Life* (Harvard Business Review Press, 2008). [MERION, PA]

### ALSO BY **STEWART D. FRIEDMAN**



#### **Total Leadership**

978-1-4221-0328-9

978-1-4221-4819-8 (eISBN)

US\$ 25.95 • Hardcover

### POINTS OF INTEREST

- › For anyone feeling fractured by the competing demands of work and life
- › Compelling stories of six high-profile people—including Bruce Springsteen and Michelle Obama—who are making it work
- › Includes tools to help you develop skills and apply them to life

**OCTOBER 2014**

#### **GENERAL MANAGEMENT**

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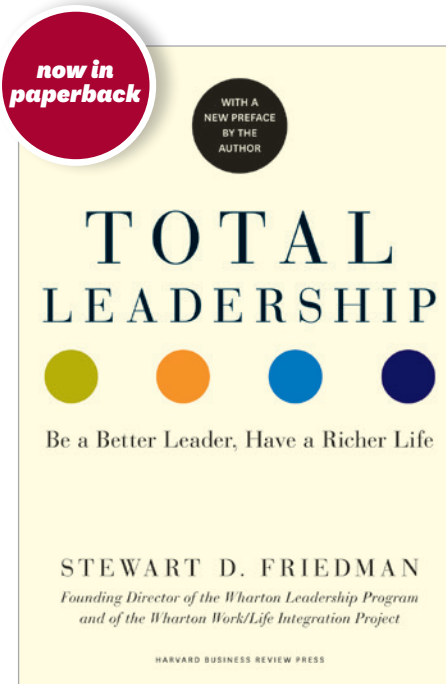
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## Total Leadership, with a New Preface by the Author

Be a Better Leader, Have a Richer Life

**STEWART D. FRIEDMAN**

### Based on one of Wharton's most popular courses

Now in paperback, this bestseller proves more than ever that your success as a leader isn't just about being great at business. You must be a great person, performing well in all domains of your life—work, home, community, and private self.

Contrary to conventional wisdom about “balance,” don't assume these domains compete in a zero-sum game. *Total Leadership* offers a fresh blueprint for how to perform well as a leader—not by trading off one domain for another, but by finding mutual value among all four. Based on his popular course at the Wharton School, professor and leadership and work-life expert Stewart Friedman explains how to achieve “four-way wins” as a leader who can be real, be whole, and be innovative.

With engaging examples and practical tips, Friedman provides more than thirty hands-on tools for using these proven principles to produce stronger business results, find clearer purpose in what you do, feel more connected to the people who matter most, and generate sustainable change. *Total Leadership* is a unique resource that shows how to win in all domains of life.

---

**Stewart D. Friedman** is a professor at the Wharton School of the University of Pennsylvania and the founding director of the Wharton Leadership Program and Wharton's Work/Life Integration Project. [MERION, PA]

### POINTS OF INTEREST

- > Based on the author's popular course at the Wharton School
- > How to make conscious choices that impact all areas of life: self, home, community, and work
- > Friedman was named one of America's 25 most influential men by *Working Mother* magazine





# Leading Digital

## Turning Technology into Business Transformation

**GEORGE WESTERMAN, DIDIER BONNET, AND ANDREW McAFEE**

*Leading Digital* makes the provocative argument that the next imminent phase of digital technology adoption—driven by the convergence of mobility, analytics, social media, cloud computing, and embedded devices—will “make everything that’s happened so far look like a prelude.”

What allows them to make such a radical claim? So far, changes in the digital realm have tended very much to focus on high-tech and media companies. But the next phase will hit the other 94 percent of the business economy. The opportunity for those businesses is to learn from those that have already mastered the digital landscape. The authors—George Westerman, Didier Bonnet, and Andrew McAfee—have identified those large traditional companies that are using digital most successfully to gain strategic advantage, and what are the principles and practices that lead to successful digital transformation. Based on a study of more than 400 of these large, mainstream firms in every industry around the globe, Westerman, Bonnet, and McAfee usefully break this down into two basic areas: where and how to invest in digital and how to lead the transformation. They also provide, in Part III of the book, “A Playbook for Digital Transformation.”

### POINTS OF INTEREST

- > Signals the move from technology innovation to full technology transformation
- > Addresses the untapped 94 percent of the business economy still not digital
- > Includes practical tips and tools

**OCTOBER 2014**

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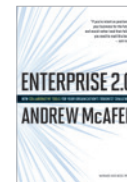
**George Westerman** is a research scientist at the MIT Sloan Center for Digital Business and faculty chair for Sloan’s highly rated executive education course “Essential IT for Non-IT Executives.” [SOMERVILLE, MA] **Didier Bonnet** is a senior vice president at Capgemini Consulting. He has written numerous articles and is frequently quoted in the press, including *The Wall Street Journal*, *Financial Times*, and *The Economist*. [LONDON, ENGLAND] **Andrew McAfee** is a principal research scientist at the MIT Sloan Center for Digital Business. He has also held appointments on the faculty of Harvard Business School and as a fellow at Harvard’s Berkman Center for Internet and Society. [CAMBRIDGE, MA]

ALSO BY **GEORGE WESTERMAN**



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ALSO BY **ANDREW McAFEE**



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## Fail Better

Design Smart Mistakes and Succeed Sooner

**ANJALI SASTRY AND KARA PENN**

Everyone is talking about failure these days. It's okay to fail—it's how you learn. But how exactly do you take failure's lessons and roll them into future success? Until now, there was no repeatable method for doing so.

In this book, Anjali Sastry (MIT) and Kara Penn (Mission Spark) provide the missing link: a feedback loop that teaches us how to learn from our mistakes. The step-by-step process they suggest is easy, usable, and repeatable. The authors teach us how to adopt the process and guide us to putting it in place. The book is filled with stories of organizations and teams that have used the method and includes a practically oriented "how to" section to help teams move on from failure as well as key findings drawn from relevant literature on learning, innovation, and psychology that underpin this approach.

For anyone—innovators, engineers, managers, changemakers, and executives—who isn't afraid to fail, this book will help you pick up the pieces and apply them to future successes.

---

**Anjali Sastry** is senior lecturer in system dynamics at the MIT Sloan School of Management and a lecturer in the department of global health and social medicine at Harvard Medical School. [BROOKLINE, MA] **Kara Penn** is a principal consultant for and cofounder of Mission Spark. A frequent speaker and advisor, she works with a wide variety of organizations, governmental entities, and foundations. She attended the MIT Sloan School of Management as a Forte Fellow. [DENVER, CO]

**POINTS OF INTEREST**

- > Failure is hot—this book offers a useful, repeatable method for learning from it
- > The authors say a successful feedback loop is what's missing in terms of learning from failure—so they provide a useful, repeatable method for making this happen inside organizations
- > HBR's 2011 "Failure" -themed issue was the third-bestselling single issue of that year

# 20-Minute Manager Series

Harvard Business Review

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Whether you're struggling with a problem employee or want to reward a high performer on your team, you need to be able to share feedback that's easy to understand and act on. This book provides the basic guidelines to help you help your team excel.

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- Audience: Managers and professionals who need to deliver feedback to their employees, formally or informally

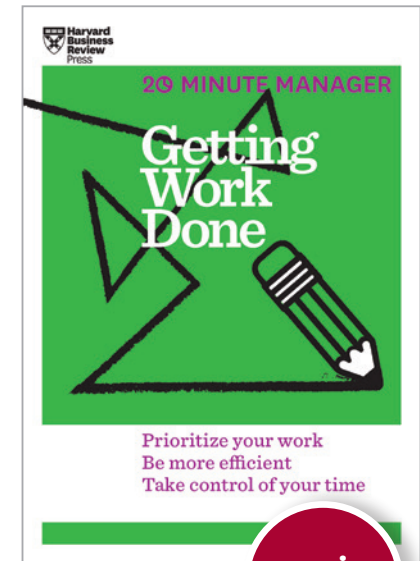
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**MARKETING PROGRAM**

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## HBR Guide to Office Politics

HBR Guides Series

**KAREN DILLON**

Every organization has its share of political drama. Personalities clash. Agendas compete. Turf wars erupt. But you need to work productively with your colleagues—even the challenging ones—for the good of your organization and your career. How can you do that without compromising your integrity? By acknowledging that power dynamics and unwritten rules exist—and constructively navigating them. Whether you're a new professional or an experienced one, this guide will teach you how to:

1. Build relationships with difficult people
2. Gain allies and increase your sphere of influence
3. Wrangle resources
4. Move up without alienating your colleagues
5. Avoid power games and petty rivalries
6. Claim credit when it's due

**POINTS OF INTEREST**

- > Audience includes anyone who complains about politics in their organization
- > Offers guidance on taking control of a situation, developing better relationships, diffusing drama, and being authentic
- > A webinar on the topic netted 4,000 registrants—an HBR record

**Karen Dillon** is the former editor of *Harvard Business Review* magazine and coauthor, with Clayton Christensen and James Allworth, of the *New York Times* bestseller *How Will You Measure Your Life?* She collaborated with Daniel Isenberg on his book, *Worthless, Impossible, Stupid: How Contrarian Entrepreneurs Create and Capture Extraordinary Value*. [BROOKLINE, MA]



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# HBR Guide to Coaching Employees

HBR Guides Series

**HARVARD BUSINESS REVIEW**

When you're swamped with your own work, it's hard to make time to coach your employees—and to do it well. But if you don't help them build their skills, they'll keep coming to you for answers instead of finding their own solutions. In the long run, investing in their development pays off. Whether you have a star on your team who's eager to advance, an underperformer who's dragging the group down, or a steady contributor who feels bored and neglected, you need to learn how to shape your employees' goals and how to support their efforts to achieve them. This guide will teach you how to:

1. Match individuals' skills with your organization's needs
2. Create realistic but inspiring plans for growth
3. Customize your approach
4. Give your employees feedback they'll actually apply
5. Provide the support they need to achieve peak performance
6. Tap their learning styles to make greater progress
7. Give them room to grapple with problems and discover solutions
8. Keep them engaged

**POINTS OF INTEREST**

- > This topic was one of the bestselling in our Pocket Mentor series
- > Offers guidance on giving effective feedback, fostering steady growth, motivating star performers, and more
- > "Coaching" is searched more than 200,000 times a month on Google

# Well-Designed

How to Use Empathy to Create Products People Love

**JON KOLKO**

Modern startups have proven that industry disruption is possible by focusing not on adding features or improving sales, but on providing deep, meaningful engagement with the people who use their products or services. This engagement is achieved by delivering simple products that have a soul: the products feel less like manufactured artifacts and more like good friends. The key is empathy-driven design thinking, using a process of storytelling and iteration, with results that provoke emotion, change behavior, and create deep engagement. Jon Kolko has been engaged in this process of design for over fifteen years and has perfected a repeatable, teachable set of steps for identifying lucrative opportunities, designing for innovation, and producing products that have deep, meaningful emotional engagement. By following this process, readers will learn how to raise the role of design to a strategic competency.

## POINTS OF INTEREST

- > A refreshing new process for thinking up and then building powerful, emotionally resonant new products
- > Kolko is VP of product, innovation, and design at MyEdu and the founder and director of Austin Center for Design
- > He has worked extensively with both startups and Fortune 500 clients

**Jon Kolko** is vice president of product, innovation, and design at MyEdu and the founder and director of Austin Center for Design. His work focuses on bringing the power of design to social enterprises, with an emphasis on entrepreneurship and large-scale industry disruption. He has worked extensively with both startups and Fortune 500 clients, and he's most interested in humanizing educational technology. [AUSTIN, TX]

**NOVEMBER 2014**

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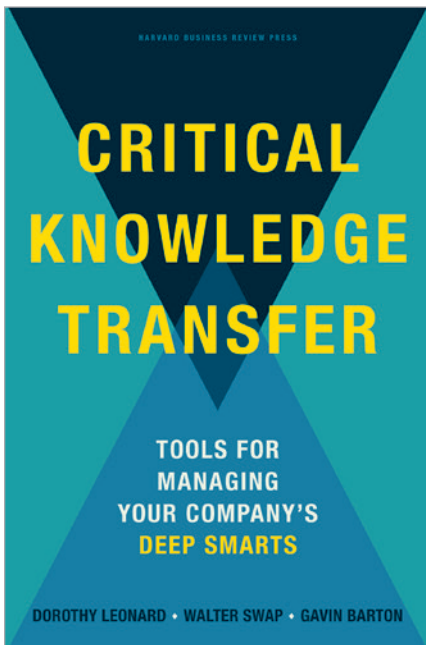
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- Online promotion

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## Critical Knowledge Transfer

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Knowledge transfer is becoming a pressing issue for business, as more employees are retiring and leaving companies, taking precious knowledge and experience with them. But it's not just the boomers who are the issue; acquisitions, layoffs, promotions, transfers, and successions leave departments fighting to relearn valuable knowledge as it walks out the door.

Dorothy Leonard and Walter Swap, coauthors of *Deep Smarts*, and their coauthor Gavin Barton have realized this issue and come up with a solution. They've constructed a new approach that not only helps organizations put in place the structures and practices to pass along the explicit, documented knowledge from expert to successor but also to identify and pass on tacit knowledge—knowledge that is largely undocumented and often unarticulated.

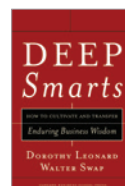
*Critical Knowledge Transfer* is based on theory and research but uses a variety of examples, tools, and templates to hone in on action-oriented advice that is implementable in any company to capture and transfer essential knowledge before it disappears.

**POINTS OF INTEREST**

- > Offers practical advice on capturing and transferring critical knowledge throughout an organization
- > Knowledge transfer is becoming a pressing issue for business, as more employees are retiring and leaving companies, taking knowledge, and experience with them
- > Angles include retiring boomers as well as acquisitions, layoffs, promotions, transfers, and successions

**Dorothy Leonard** is the William J. Abernathy Professor of Business Administration Emerita at Harvard Business School and chief advisor of the Leonard-Barton Group. She is the author of three Harvard Business Review Press books: *Deep Smarts*, *When Sparks Fly*, and *Wellsprings of Knowledge*. [TUSCON, AZ] **Walter Swap** is professor of psychology emeritus and former chairman of the psychology department at Tufts University and senior consultant at Leonard-Barton Group. He is the coauthor of *Deep Smarts* and *When Sparks Fly*. [TUSCON, AZ] **Gavin Barton** is managing director of the consulting firm Leonard-Barton Group and a principal of GB Performance Consulting. [CHARLESTOWN, MA]

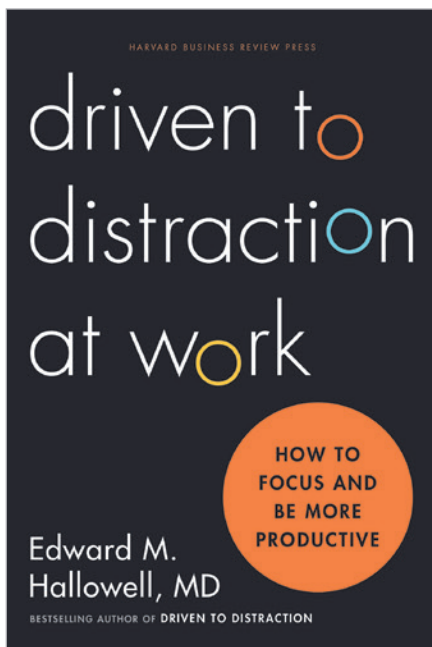
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How to Focus and Be More Productive

**EDWARD M. HALLOWELL, MD**

Most people don't suffer from ADD, but the modern workplace makes us behave and feel as if we do. Declining attention spans are rampant in today's organizations and drain people's energy, collegiality, motivation, and productivity. How can we regain control of our attention, time, and work?

In *Driven to Distraction at Work*, best-selling author and ADD expert Dr. Edward M. Hallowell explains why the commonly offered solutions—manage your time and to-do list more efficiently, multitask better, be more organized—don't work. It's because the problem isn't just "being on 24/7," or "inability to focus," or "lack of attention"—these are merely symptoms of deeper, underlying issues. Hallowell identifies these underlying issues of mental distraction—all of which are magnified and even harder to control in the digital, electronic age—and shows readers how to recognize and address them.

Illustrated with compelling stories based on the successful diagnosis and treatment of thousands of people who have sought his help, *Driven to Distraction at Work* offers a fresh, new perspective on one of today's most ubiquitous problems and provides readers with the tools to rise above the chaos to find focus and achieve their goals.

**Edward M. Hallowell, MD**, is a child and adult psychiatrist, a *New York Times* best-selling author, a world-renowned speaker, and a leading authority on ADD and ADHD. He is an instructor at Harvard Medical School and director of the Hallowell Center for Cognitive and Emotional Health, an outpatient treatment center with locations in both Boston and New York City, serving children and adults with a wide range of emotional and learning problems. He is the author of fourteen books, including the national bestseller *Driven to Distraction*, the first book to address ADD in both children and adults. [ARLINGTON, MA]

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## Wiser

### Getting Beyond Groupthink to Make Better Decisions

**CASS R. SUNSTEIN AND REID HASTIE**

How can groups become smart and thus accomplish tasks that could never be achieved without a collective effort? Why are some groups dumb? In *Wiser*, Cass Sunstein and Reid Hastie go beyond recent work on “smart mobs” and “the wisdom of crowds” to show how groups can effectively use the information their members have and display creativity rather than groupthink.

Sunstein and Hastie outline the reasons why groups fail based on the five “laws of collective cognition”: consensus, polarization, cascades, common knowledge effect, and amplification of errors. They go on to provide effective mechanisms for collective problem solving and decision making. Interweaving up-to-date and management-relevant examples with original social science material, the authors explain how a series of nondeliberative decision-making methods have been spreading like an epidemic throughout business and the public sector but have yet to be systematically scrutinized and corrective action taken.

With examples from organizations as varied as Google and the CIA, *Wiser* will help executives and leaders effectively assess their own group decision-making efforts and use groups—whether they’re wikis, information markets, problem-solving bounties, or other technological alternatives for better decisions in the future.

**Cass R. Sunstein** of the University of Chicago has published dozens of academic and popular books; the book most relevant to this project is *Infotopia*. Some parts of *Infotopia* are the academic foundation on which *Wiser* will build as it provides scholarly reviews of scientific analyses of group decision making, collective decision technologies, and social/behavioral philosophical analyses of the democratic group process. [CAMBRIDGE, MA] **Reid Hastie** of the University of Chicago Graduate School of Business has authored several academic books, including the textbook *Rational Choice in an Uncertain World*. He is an expert in the psychology of decision making, especially among groups. [CHICAGO, IL]

#### POINTS OF INTEREST

- > By the coauthor of the acclaimed and best-selling book *Nudge*
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- > Sunstein is a high-profile public intellectual who served in the first Obama administration

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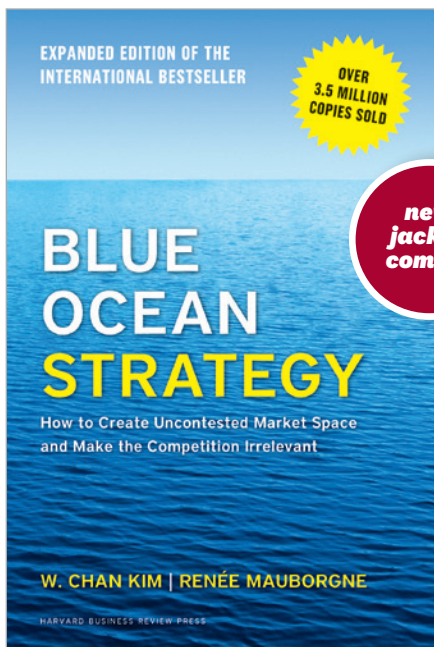
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In their book *Blue Ocean Strategy*—now expanded and with a new preface by the authors—Kim and Mauborgne (INSEAD) argue that cutthroat competition increasingly results in nothing but a bloody red ocean of rivals fighting over a shrinking profit pool. Based on a study of 150 strategic moves, the authors argue that lasting success comes not from battling competitors but from creating “blue oceans”—untapped new market spaces ripe for growth. Such strategic moves, which the authors call “value innovation,” create powerful leaps in value that often render rivals obsolete for more than a decade. *Blue Ocean Strategy* presents a systematic approach to making the competition irrelevant and outlines principles and tools any company or government can use to create and capture their own blue oceans.

A landmark work that upends traditional thinking about strategy, this best-selling business book charts a bold new path to winning the future.

**W. Chan Kim** is The Boston Consulting Group Bruce D. Henderson Chair Professor of Strategy and International Management at INSEAD, [FONTAINEBLEAU, FRANCE] **Renée Mauborgne** is the INSEAD distinguished fellow and professor of strategy and management. Together they have coauthored numerous articles in academic journals as well as in *Harvard Business Review* and are the recipients of several prestigious awards for their work in strategy. [FONTAINEBLEAU, FRANCE]

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**Herminia Ibarra** is a professor of leadership and learning, the chair of the organizational behavior department, and the founding director of "The Leadership Transition" executive education program at INSEAD. She is also a member of the World Economic Forum Global Agenda Council. [FONTAINEBLEAU, FRANCE]

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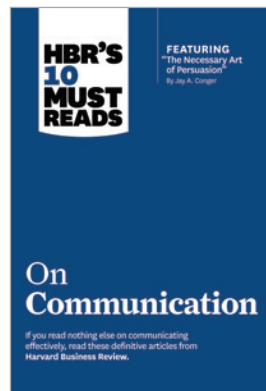
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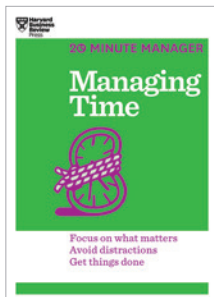
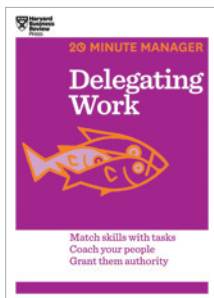
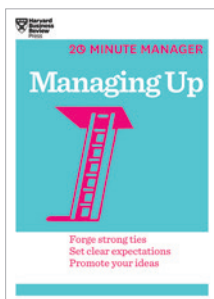
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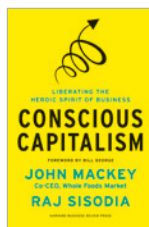
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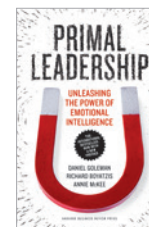
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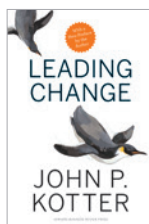
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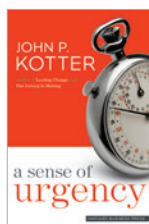
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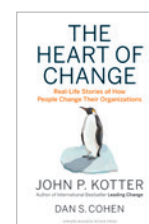
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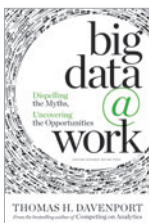


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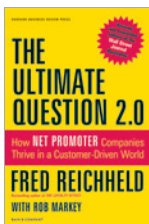
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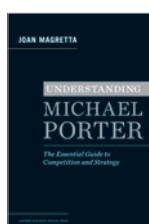
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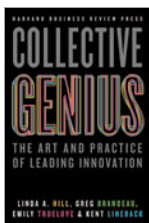
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