

## Streetlights And Shadows Searching For The Keys To Adaptive Decision Making Mit Press

*A mechanistic theory of the representation and use of semantic knowledge that uses distributed connectionist networks as a starting point for a psychological theory of semantic cognition.*

*"Reddy's emphasis on involvement rather than observation challenges psychology's traditionally detached stance: for adults as well as for infants it is emotional engagement that allows an awareness of minds. A feeling of minds, Reddy argues, is present from the beginning of life. The starting point for psychological awareness is not isolation but emotional relation."--BOOK JACKET.*

*An expert explains how the conventional wisdom about decision making can get us into trouble—and why experience can't be replaced by rules, procedures, or analytical methods. In making decisions, when should we go with our gut and when should we try to analyze every option? When should we use our intuition and when should we rely on logic and statistics? Most of us would probably agree that for important decisions, we should follow certain guidelines—gather as much information as possible, compare the options, pin down the goals before getting started. But in practice we make some of our best decisions by adapting to circumstances rather than blindly following procedures. In *Streetlights and Shadows*, Gary Klein debunks the conventional wisdom about how to make decisions. He takes ten commonly accepted claims about decision making and shows that they are better suited for the laboratory than for life. The standard advice works well when everything is clear, but the tough decisions involve shadowy conditions of complexity and ambiguity. Gathering masses of information, for example, works if the information is accurate and complete—but that doesn't often happen in the real world. (Think about the careful risk calculations that led to the downfall of the Wall Street investment houses.) Klein offers more realistic ideas about how to make decisions in real-life settings. He provides many examples—ranging from airline pilots and weather forecasters to sports announcers and Captain Jack Aubrey in Patrick O'Brian's *Master and Commander* novels—to make his point. All these decision makers saw things that others didn't. They used their expertise to pick up cues and to discern patterns and trends. We can make better decisions, Klein tells us, if we are prepared for complexity and ambiguity and if we will stop expecting the data to tell us everything.*

*Journalist Walls grew up with parents whose ideals and stubborn nonconformity were their curse and their salvation. Rex and Rose Mary and their four children lived like nomads, moving among Southwest desert towns, camping in the mountains. Rex was a charismatic, brilliant man who, when sober, captured his children's imagination, teaching them how to embrace life fearlessly. Rose Mary painted and wrote and couldn't stand the responsibility of providing for her family. When the money ran out, the Walls retreated to the dismal West Virginia mining town Rex had tried to escape. As the dysfunction escalated, the children had to fend for themselves, supporting one another as they found the resources and will to leave home. Yet Walls describes her parents with deep affection in this tale of unconditional love in a family that, despite its profound flaws, gave her the fiery determination to carve out a successful life. -- From publisher description.*

*Judgment Calls*

*Wanting Power, Seeing Threat, Justifying Force*

*Semantic Cognition*

*A Saga of Race, Civil Rights, and Murder in the Jazz Age*

*A Cape Town Thriller*

*Moth*

*The Power of Simplicity in a World of Overwhelming Choice*

The definitive introduction to the behavioral insights approach, which applies evidence about human behavior to practical problems. Our behavior is strongly influenced by factors that lie outside our conscious awareness, although we tend to underestimate the power of this “automatic” side of our behavior. As a result, governments make ineffective policies, businesses create bad products, and individuals make unrealistic plans. In contrast, the behavioral insights approach applies evidence about actual human behavior—rather than assumptions about it—to practical problems. This volume in the MIT Press Essential Knowledge series, written by two leading experts in the field, offers an accessible introduction to behavioral insights, describing core features, origins, and practical examples. Since 2010, these insights have opened up new ways of addressing some of the biggest challenges faced by societies, changing the way that governments, businesses, and nonprofits work in the process. This book shows how the approach is grounded in a concern with practical problems, the use of evidence about human behavior to address those problems, and experimentation to evaluate the impact of the solutions. It gives an overview of the approach's origins in psychology and behavioral economics, its early adoption by the UK's pioneering “nudge unit,” and its recent expansion into new areas. The book also provides examples from across different policy areas and guidance on how to run a behavioral insights project. Finally, the book outlines the limitations and ethical implications of the approach, and what the future holds for this fast-moving area.

Scapegoat. Fall guy. Puppet. Stooge. When a covert mission went full-on FUBAR, someone had to take the blame. Zeke Ericsson knows this. But he'd expected his CO—and the men he called brothers—to have his six. He was wrong. These days, his only allegiance is to himself. And if he's using his special skills to line his own pocket? All the better. He's vowed never put his life on the line for anyone ever again. Then she winds up in his crosshairs. And FUBAR doesn't even begin to describe what happens next.

1974: A tiny band of self-styled urban guerrillas, calling itself the Symbionese Liberation Army, abducts a newspaper heiress, who then abruptly announces that she has adopted the guerrilla name "Tania" and chosen to remain with her former captors. Has she been brainwashed? Coerced? Could she be sincere? Why would such a nice girl disavow her loving parents, her adoring fiancé, her comfortable home? Why would she suddenly adopt the SLA's cri de coeur, "Death to the Fascist Insect that Preys Upon the Life of the People"? Soon most of the SLA are dead, killed in a suicidal confrontation with police in Los Angeles, forcing Tania and her two remaining comrades--the pompous and abusive General Teko and his duplicitous lieutenant, Yolanda--into hiding, where they will remain for the next sixteen months. Trance, Christopher Sorrentino's mesmerizing and brilliant second novel, traces this fugitive period, leading the reader on a breathtaking, hilarious, and heartbreaking underground tour across a beleaguered America, in the company of scam artists, visionaries, cultists, and a mismatched gang of middle-class people who typify the guiding conceit of their time, that of self-renovation. Along the way he tells the story of a nation divided against itself--parents and children, men and women, black and white; a story of hidebound tradition and radical change, of truth and propaganda, of cynicism and idealism; a story as transfixing and relevant today as it was then. Insightful, compassionate, scathingly funny, and moving, Trance is a virtuoso performance, placing Christopher Sorrentino in the first rank of American novelists. Trance is a 2005 National Book Award Finalist for Fiction.

Your guide to making better decisions Despite the dizzying amount of data at our disposal today—and an increasing reliance on analytics to make the majority of our decisions—many of our most critical choices still come down to human judgment. This fact is fundamental to organizations whose leaders must often make crucial decisions: to do this they need the best available insights. In Judgment Calls, authors Tom Davenport and Brook Manville share twelve stories of organizations that have successfully tapped their data assets, diverse perspectives, and deep knowledge to build an organizational decision-making capability—a competence they say can make the difference between success and failure. This book introduces a model that taps the collective judgment of an organization so that the right decisions are made, and the entire organization profits. Through the stories in Judgment Calls, the authors—both of them seasoned management thinkers and advisers—make the case for the wisdom of organizations and suggest ways to use it to best advantage. Each chapter tells a unique story of one dilemma and its ultimate resolution, bringing into high relief one key to the power of collective judgment. Individually, these stories inspire and instruct; together, they form a model for building an organizational capacity for broadly based, knowledge-intensive decision making. You've read The Wisdom of Crowds and Competing on Analytics. Now read Judgment Calls. You, and your organization, will make better decisions.

Behavioral Insights

The Investor's Paradox

Cross-Disciplinary Perspectives

The Fields

Seeing What Others Don't

Cast in Shadow

The Power of Intuition

From the streetlight outside his window, a young boy imagines the shadows on the wall are scary dinosaurs, dragons, and pirates.

How are our memories, our narratives, and our intelligence interrelated? What can artificial intelligence and narratology say to each other? In this pathbreaking study by an expert on learning and computers, Roger C. Schank argues that artificial intelligence must be based on real human intelligence, which consists largely of applying old situations - and our narratives of them - to new situations in less than obvious ways. To design smart machines, Schank therefore investigated how people use narratives and stories, the nature and function of those narratives, and the connection of intelligence to both telling and listening. As Schank explains, "We need to tell someone else a story that describes our experiences because the process of creating the story also creates the memory structure that will contain the gist of the story for the rest of our lives. Talking is remembering." This first paperback edition includes an illuminating foreword by Gary Saul Morson.

"What does it take to make a great general or a great leader in any field? . . . An excellent contribution to the study of leadership among those who make life-and-death decisions in the most challenging situations—one that could well serve as required reading in both military and business schools."—Kirkus Reviews Throughout his life, Edgar F. "Beau" Puryear has studied America's top military leaders. In his research for this book, he has sought to discover what allowed them to rise above their contemporaries; what prepared them for the terrible responsibilities they bore as the commanders of our armed forces during World War II, Korea, Vietnam, the Gulf, and on to today; how they are different from you and me. Ultimately, first and foremost, Dr. Puryear discovered that character is the single most important and the most distinctive element shared by these individuals: that character is everything! "Beau Puryear again reaches into his gold mine of research and comes forward with the essence of great generalship. . . . Well-done and a worthy read."—General Colin L. Powell "We can always learn more about the importance of character to successful leadership. With this book, we do just that."—General H. Norman Schwarzkopf

A modern classic about how people really make decisions: drawing on prior experience, using a combination of intuition and analysis. Since its publication twenty years ago, Sources of Power has been enormously influential. The book has sold more than 50,000 copies, has been translated into six languages, has been cited in professional journals that range from Journal of Marketing Research to Journal of Nursing, and is mentioned by Malcolm

Gladwell in *Blink*. Author Gary Klein has collaborated with Nobel laureate Daniel Kahneman and served on a team that redesigned the White House Situation Room to support more effective decision making. The model of decision making Klein proposes in the book has been adopted in fields including law enforcement training and petrochemical plant operation. What is the groundbreaking new way to approach decision making described in this modern classic? We have all seen images of firefighters rescuing people from burning buildings and paramedics treating bombing victims. How do these individuals make the split-second decisions that save lives? Most studies of decision making, based on artificial tasks assigned in laboratory settings, view people as biased and unskilled. Klein proposes a naturalistic approach to decision making, which views people as gaining experience that enables them to use a combination of intuition and analysis to make decisions. To illustrate this approach, Klein tells stories of people—from pilots to chess masters—acting under such real-life constraints as time pressure, high stakes, personal responsibility, and shifting conditions.

Sources of Power, 20th Anniversary Edition

A Novel

In Search of the Voices Redefining Latino Identity

Tell Me a Story

Twelve Stories of Big Decisions and the Teams That Got Them Right

Armor

Understanding Sexual Addiction

An amphetamine-fueled thriller about a bombshell American widow on the run in Cape Town's violent badlands—from a writer being compared to George Pelecanos and a second decision with no second chance: get it wrong and you wake up dead. On a blowtorch-hot night in Cape Town, American ex-model Roxy Palmer and her gunrunner are carjacked, leaving Joe lying in a pool of blood. As the carjackers make their getaway, Roxy makes a fateful choice that changes her life forever. Disco and Godwynn, the cops who sped away in Joe's convertible, will stop at nothing to track her down. Billy Afrika, a mixed-race ex-cop turned mercenary, won't let her out of his sight because Joe owes him. And remorselessly hunting them all is Piper, a love-crazed psychopath determined to renew his vows with his jailhouse "wife," Disco. As these desperate lives collide and blood is spilled, Roxy is caught in a wave of escalating violence in the beautiful and brutal African seaport. With savage plotting and breakneck suspense that ends in a shattering climax, *Wake Up Dead* confirms Roger Smith as one of the world's best new thriller writers.

A birdsong expert's poignant and beautifully illustrated memoir of a bicycle journey across America with his son Join birdsong expert Donald Kroodsma on a ten-week, 10,000-mile journey as he travels with his son from the Atlantic to the Pacific, lingering and listening to our continent sing as no one has before. On remote country roads, over terrain varied from dawn to dusk and sometimes through the night, you will gain a deep appreciation for the natural symphony of birdsong many of us take for granted. Come along and meet these creatures as Kroodsma leads you west across nearly five thousand miles—at a leisurely pace that enables a deep listen. Listening to a Continent Sing is also a history of a young nation and the geology of an ancient landscape, and an invitation to set aside the bustle of everyday life to follow one's dreams. It is a celebration of rivers, mountains and prairies, clouds and sky, headwinds and calm, and of local voices and the people you will meet along the way. It is also the story of a father and son as they travel the slow road together from coast to coast. Beautifully illustrated throughout with drawings of birds and scenes and featuring QR codes that link to audio recordings, this insightful book takes you on a travel adventure unlike any other—accompanied on every leg of your journey by birdsong.

The sound machinery of government is at the core of a well-functioning state. Written by an author with wide experience in public administration globally, this book addresses the diversity of administrative practice around the world. Exploring developed countries as well as developing and transitional economies, it combines a strong conceptual framework with thorough coverage of the main topics in public administration, supported by current data and a wealth of concrete illustrations from a variety of countries. The book is organized around four important themes: the interaction of governance, politics and administration, the role of institutions in determining administrative outcomes, and the importance of collaboration. Each chapter summarizes the lessons of international experience and offers guidance to improve the management of the public sector in sustainable ways. *Running the Government* is a text for courses in public administration and as a supplement for undergraduate and graduate courses in political science, public economics, and international affairs. It is an accessible and complete reference for civil service training courses around the globe.

At times in our careers, we've all been aware of a "gut feeling" guiding our decisions. Too often, we dismiss these feelings as "hunches" and therefore untrustworthy. In his new book, *THE POWER OF INTUITION*, Gary Klein reveals that, in fact, 90 percent of the critical decisions we make is based on our intuition. In his new book, *THE POWER OF INTUITION*, Klein shows that intuition, that innate "sixth sense," is a learnable--and essential--skill. Based on interviews with senior executives who make important judgments swiftly, as well as firefighters, emergency responders, soldiers, and others who often face decisions with immediate life-and-death implications, Klein demonstrates that the expertise to recognize patterns and other cues that help us make the right decisions--is a natural extension of experience. Through a three-tiered process called the "Exceleration Program," Klein provides readers with the tools to harness their intuitive skills that will help them make tough choices, spot potential problems, manage uncertainty, and size up situations quickly. Klein also shows how to communicate their intuitions effectively, coach others in the art of intuition, and recognize and defend against an overdependence on information technology. The first book to demystify the role of intuition, *THE POWER OF INTUITION* is essential reading for those who wish to develop their intuition skills, wherever they are in the organizational hierarchy.

How Infants Know Minds

Judgment

How Winning Leaders Make Great Calls

The Remarkable Ways We Gain Insights

Listening to a Continent Sing

Streetlights and Shadows

Snapshots of the Mind

Unlike their gaudy day-flying cousins, moths seem to reside in the shadows as denizens of the night, circling around streetlights or caught momentarily in the glare of headlights on a country lane. As Matthew Gandy demonstrates in this book, however, there are many more species of day-flying moths than there are butterflies, and many rival butterflies in a dazzling range of markings. Gandy shows that the study of moths formed an integral part of early natural history. Many thousands of drawings, paintings, and physical specimens remain in museum collections, and in recent years there has been a renewed surge of interest facilitated by advances in digital photography, the internet, and new cartographic projects that have enabled direct collaboration between amateur experts and scientific research projects. He explores the rich history of vernacular names, which speaks to a significant place for moths in early cultures of nature. Names such as the Merveille-du-Jour, the Green Brindled Crescent, or the Clifden Nonpareil evoke a sense of wonder that connects disparate fields such as folklore, the history of place, and early scientific texts. With wingspans ranging in size from a few millimetres to nearly a foot, moths display an extraordinary diversity of evolutionary adaptations, which Gandy captures here.

Streetlights and Shadows Searching for the Keys to Adaptive Decision Making MIT Press

A hedge fund expert explains how to avoid biases that interfere with good decision-making while debunking popular myths and demystifying hedge funds to help investors solve even the most complicated and frustrating portfolio problems. 40,000 first printing.

On a warm suburban night, the sound of lawn sprinklers is drowned out by the rumble of hot rods. Suddenly, a car careens onto a family's neat front yard, teenage boys spill out brandishing chains and leather, and a young man cries out for the girl he loves. Tonight, fathers will pick up snow shovels and rakes to defend their turf, and children will witness a battle fuelled by fierce, true love. This is the night they will talk about and remember as the moment things changed for ever.

Shadows on My Wall

American Generalship

Birdsong by Bicycle from the Atlantic to the Pacific

A Parallel Distributed Processing Approach

Roots of War

Naturalistic Decision Making

The Glass Castle

*Anyone who watches the television news has seen images of firefighters rescuing people from burning buildings and paramedics treating bombing victims. How do these individuals make the split-second decisions that save lives? Most studies of decision making, based on artificial tasks assigned in laboratory settings, view people as biased and unskilled. Gary Klein is one of the developers of the naturalistic decision making approach, which views people as inherently skilled and experienced. It documents human strengths and capabilities that so far have been downplayed or ignored. Since 1985, Klein has conducted fieldwork to find out how people tackle challenges in difficult, nonroutine situations. Sources of Power is based on observations of humans acting under such real-life constraints as time pressure, high stakes, personal responsibility, and shifting conditions. The professionals studied include firefighters, critical care nurses, pilots, nuclear power plant operators, battle planners, and chess masters. Each chapter builds on key incidents and examples to make the description of the methodology and phenomena more vivid. In addition to providing information that can be used by professionals in management, psychology, engineering, and other fields, the book presents an overview of the research approach of naturalistic decision making and expands our knowledge of the strengths people bring to difficult tasks.*

*Set in 1960, Nobel Prize winner Peter Handke's Repetition tells of Filib Kobal's journey from his home in Carinthia to Slovenia on the trail of his missing brother, Gregor. He is armed only with two of Gregor's books: a copy book from agricultural school, and a Slovenian - German dictionary, in which Gregor has marked certain words. The resulting investigation of the laws of language and naming becomes a transformative investigation of himself and the world around him. "Handke's eminence, displayed in a substantial oeuvre of plays, novels and poems, is reaffirmed brilliantly by [Repetition]." - Publishers Weekly*

*The author takes his experience in academia, the military, and private industry and offers seminars on improving employee performance, defining improvement as a combination of fewer mistakes and more insightful decisions. Insights like Darwin's understanding of the way evolution actually works, and Watson and Crick's breakthrough discoveries about the structure of DNA can change the world. We also need insights into the everyday things that frustrate and confuse us so that we can more effectively solve problems and get things done. Yet we know very little about when, why, or how insights are formed or what blocks them. In Seeing What Others Don't, renowned cognitive psychologist Gary Klein unravels the mystery. Klein is a keen observer of people in their natural settings, scientists, businesspeople, firefighters, police officers, soldiers, family members, friends, himself, and uses a marvelous variety of stories to illuminate his research into what insights are and how they happen. Klein also dissects impediments to insight, such as when organizations claim to value employee creativity and to encourage breakthroughs but in reality block disruptive ideas and prioritize avoidance of mistakes. Or when information technology systems are "dumb by design" and block potential discoveries.*

*"Utterly fascinating. Tim Harford shows that if you want to be creative and resilient, you need a little more disorder in your world." —Adam Grant, New York Times bestselling author of Originals and Give and Take "Engrossing." —New York Times From the award-winning columnist and author of the national bestseller The Undercover Economist comes a provocative big idea book about the genuine benefits of being messy: at home, at work, in the classroom, and beyond. Look out for Tim's next book, The Data Detective. Messy: The Power of Disorder to Transform Our Lives celebrates the benefits that messiness has in our lives: why it's important, why we resist it, and why we should embrace it instead. Using research from neuroscience, psychology, social science, as well as captivating examples of real people doing extraordinary things, Tim Harford explains that the human qualities we value – creativity, responsiveness, resilience – are integral to the disorder, confusion, and disarray that produce them. From the music studio of Brian Eno to the Lincoln Memorial with Martin Luther King, Jr., from the board room to the classroom, messiness lies at the core of how we innovate, how we achieve, how we reach each other – in short, how we succeed. In Messy, you'll learn about the unexpected connections between creativity and mess; understand why unexpected changes of plans, unfamiliar people, and unforeseen events can help generate new ideas and opportunities as they make you anxious and angry; and come to appreciate that the human inclination for tidiness – in our personal and professional lives, online, even in children's play – can mask deep and debilitating fragility that keep us from innovation. Stimulating and readable as it points exciting ways forward, Messy is an insightful exploration of the real advantages of mess in our lives.*

*Messy*

*A Survey of Research on Information Seeking, Needs, and Behavior*

*Sources of Power*

*Out of the Shadows*

*Running the Government*

*A Memoir*

*Trance*

**If you aren't using the term naturalistic decision making, or NDM, you soon will be. Even as a very young field, NDM has already had far-reaching applications in areas as diverse as management, aviation, health care, nuclear power, military command and control, corporate teamwork, and manufacturing. Put simply, NDM is the way people use their experience to make decisions in the context of a job or task. Of particular interest to NDM researchers are the effects of high-stake consequences, shifting goals, incomplete information, time pressure, uncertainty, and other conditions that are present in most of today's work places and that add to the complexity of decision making. Applications of NDM research findings target decision aids and training that help people in their decision-making processes. This book reports the findings of top NDM researchers, as well as many of their current applications. In addition, the book offers a historical perspective on the emergence of this new paradigm, describes recent theoretical and methodological advancements, and points to future developments. It was written for people interested in decision making research and applications relative to a diverse array of work settings and products such as human-computer interfaces, decision support systems, individual and team training, product designs, and organizational development and planning.**

**How people make decisions, size up situations, spot anomalies, and anticipate problems in real-world settings. Gary Klein, author of the bestselling Sources of Power, is the cognitive psychologist who discovered how people actually make decisions, particularly under time pressure and uncertainty. In Snapshots of the Mind, he offers a set of short essays—"snapshots" of different aspects of cognitive functioning in real-world settings that will help us learn to recognize the cognitive processes that underlie and drive performance. In these essays Klein provides practical tools for escaping fixation on initial hunches and learning to detect the ways that people make decisions, size up situations, spot anomalies, and anticipate problems. Snapshots of the Mind grows out of the Naturalistic Decision Making movement, which studies how decision makers handle uncertainty and complexity in high-stakes situations. In the essays, Klein examines how people make tough choices and assessments in the real-world, discussing such topics as training, information technology, teamwork, expertise, and insights. Debunking the idea that artificial intelligence will soon take over human decision making, he argues instead for machines that make us smarter and expand our expertise. He describes his Recognition-Primed Decision (RPD) model, which has been incorporated into Army doctrine and was one of the inspirations for Malcolm Gladwell's Blink. Snapshots of the Mind offers fresh takes on such topics as confirmation bias, anomaly detection, intuition, anticipatory thinking and perspective-taking. Readers come away attuned to the primary aspects of expert cognition: the mindsets, mental models, and perceptual sensitivity.**

Cognitive processes in teams have been a valuable arena for team researchers to explore. Team cognition research advances and informs a variety of disciplines, including cognitive and social sciences, engineering, military science, organizational science, human factors, medicine, and communications. There has been a great deal of progress in the team cognition literature, yet the field is still in its early stages of maturity. There is much more to be gained from the field's insights and there is a need to unite the diverse array of scholarly ideas that permeate the field. This movement will serve to organize the research and ideas that have surfaced in the field, thereby making them more accessible to different disciplines while at the same time, motivating continued progress in the field. This book aims to be a step in this direction and acts as a forum for leading scholars to share their ideas, theories, models, and conceptions about what matters and where more attention is needed in the field of team cognition.

An electrifying story of the sensational murder trial that divided a city and ignited the civil rights struggle In 1925, Detroit was a smoky swirl of jazz and speakeasies, assembly lines and fistfights. The advent of automobiles had brought workers from around the globe to compete for manufacturing jobs, and tensions often flared with the KKK in ascendance and violence rising. Ossian Sweet, a proud Negro doctor-grandson of a slave-had made the long climb from the ghetto to a home of his own in a previously all-white neighborhood. Yet just after his arrival, a mob gathered outside his house; suddenly, shots rang out: Sweet, or one of his defenders, had accidentally killed one of the whites threatening their lives and homes. And so it began-a chain of events that brought America's greatest attorney, Clarence Darrow, into the fray and transformed Sweet into a controversial symbol of equality. Historian Kevin Boyle weaves the police investigation and courtroom drama of Sweet's murder trial into an unforgettable tapestry of narrative history that documents the volatile America of the 1920s and movingly re-creates the Sweet family's journey from slavery through the Great Migration to the middle class. Ossian Sweet's story, so richly and poignantly captured here, is an epic tale of one man trapped by the battles of his era's changing times. Arc of Justice is the winner of the 2004 National Book Award for Nonfiction.

**The Munro Review of Child Protection**

**Narrative and Intelligence**

**That Night**

**The Power of Disorder to Transform Our Lives**

**Working Minds**

**Wake Up Dead**

**Theories of Team Cognition**

Ever since Thucydides pondered reasons for the outbreak of the Peloponnesian War, writers, philosophers, and social scientists have tried to identify factors that promote conflict escalation: for example, history (tomorrow's wars are often rooted in yesterday's conflicts), changing balance of power among nations, or domestic political forces. In the end, however, these "causes" are constructed by human beings and involve the memories, emotions, and motives of both the leaders and the led. In July 1914, the long-standing peace of Europe was shattered when the Sarajevo assassinations quickly escalated to World War I. In contrast, at the height of the Cold War, the Cuban Missile Crisis could have easily plunged the world into a thermonuclear world war, but was ultimately peacefully resolved. Why the different outcomes? In *Roots of War: Wanting Power, Seeing Threat, Justifying Force*, David G. Winter identifies three psychological factors that contributed to the differences in these historical outcomes: the desire for power, exaggerated perception of the opponent's threat, and justification for using military force. Several lines of research establish how these factors lead to escalation and war: comparative archival studies of "war" and "peace" crises, laboratory experiments on threat perception, and surveys of factors leading people to believe that a particular war is "just." The research findings in *Roots of War* also demonstrate the importance of power in preserving peace through diplomatic interventions, past and present.

□ With good judgment, little else matters. Without it, nothing else matters. □ Whether we're talking about United States presidents, CEOs, Major League coaches, or wartime generals, leaders are remembered for their best and worst judgment calls. In the face of ambiguity, uncertainty, and conflicting demands, the quality of a leader's judgment determines the fate of the entire organization. That's why judgment is the essence of leadership. Yet despite its importance, judgment has always been a fairly murky concept. The leadership literature has been conspicuously quiet on what, exactly, defines it. Does judgment differ from common sense or gut instinct? Is it a product of luck? Of smarts? Or is there a process for making consistently good calls? Noel Tichy and Warren Bennis have each spent decades studying and teaching leadership and advising top CEOs such as Jack Welch and Howard Schultz. Now, in their first collaboration, they offer a powerful framework for making tough calls when the stakes are high and the right path is far from obvious. They show how to recognize the critical moment before a judgment call, when swift and decisive action is essential, and also how to execute a decision after the call. Tichy and Bennis bring their three-dimensional model to life with interviews with world-class leaders who have thrived or suffered because of their judgment calls. These stories include: □ Jeff Immelt, CEO of General Electric, whose judgment to grow through research and development transformed GE into the world's premier technology growth company. □ Joel Klein, chancellor of the New York City Department of Education, who made tough calls about teachers, students, and parents while turning around a troubled school system. □ Jim McNerney, CEO of Boeing, whose strategic judgment helped him reinvigorate his company and restore a culture of trust and respect. □ The late general Wayne Downing, who found an unexpected opportunity in the midst of crisis when he led the Special Operations raid to capture Manuel Noriega. □ A. G. Lafley, CEO of Procter & Gamble, who bet \$57 billion to purchase Gillette and reinvent his company. □ Brad Anderson, CEO of Best Buy, who made the call to commit totally to a customer-centric strategy and led his people to execute it. Whether you're running a small department or a global corporation, *Judgment* will give you a framework for evaluating any situation, making the call, and correcting if necessary during the execution phase. It will show you how to handle the overlapping domains of people, strategy, and crisis management. And it will help you teach your entire team to make the right call more often. No organization can afford to neglect this crucial discipline—and no previous book has ever brought it into such clear focus.

A breakneck procedural that is beautifully written and masterfully crafted, Erin Young's *The Fields* is a dynamite debut—crime fiction at its very finest. Some things don't stay buried. It starts with a body—a young woman found dead in an Iowa cornfield, on one of the few family farms still managing to compete with the giants of Big Agriculture. When Sergeant Riley Fisher, newly promoted to head of investigations for the Black Hawk County Sheriff's Office, arrives on the scene, an already horrific crime becomes personal when she discovers the victim was a childhood friend, connected to a dark past she thought she'd left behind. The investigation grows complicated as more victims are found. Drawn deeper in, Riley soon discovers implications far beyond her Midwest town.

In Part One of the Munro Review (published 3rd February 2011, ISBN 9780108510137), Professor Munro set out the approach and features of the child protection system that needed exploring in detail. This second part and final report sets out recommendations to reform the child protection system, specifically from being over-bureaucratized and concerned with compliance to one that keeps a focus on children. Some of the recommendations include: that the Government should remove the specific statutory requirement on local authorities for completing assessments within often artificial set timescales; that local services which work with children and families should be freed from unhelpful government targets; that there should be an introduction of a duty on all local services to coordinate an early offer of help to families who do not meet the criteria for social care services, to address problems before they escalate to child protection issues; that Ofsted inspections of children's services should add more weight to feedback from children and families; that experienced social workers should be kept on the frontline even when they become managers so that their experience and skills are not lost and that each local authority should designate a Principal Child and Family Social Worker to report the views and experiences of the front line to all levels of management. Professor Munro also states that individual recommendations should not be taken forward in isolation but that change needs to happen across the system.

Looking for Information

How People Make Decisions

A Practitioner's Guide to Cognitive Task Analysis

Searching for the Keys to Adaptive Decision Making

Character Is Everything: The Art of Command

Repetition

The struggle of three brothers to stay together after their parent's death and their quest for identity among the conflicting values of their adolescent society. Unhooked from regular routines and healthy relationships by the coronavirus pandemic or other traumas, even our most basic human impulses and inputs can become addictive and destructive. An essential resource for those struggling with sexual addiction and compulsions, and those who love them. With the revised information and up-to-date research, *Out of the Shadows* is the premier work on sex addiction, written by a pioneer in its treatment. Sex is at the core of our identities. And when it becomes a compulsion, it can unravel our lives. *Out of the Shadows* is the premier work on this disorder, written by a pioneer in its treatment. Revised and updated to include the latest research--and to address the exploding phenomenon of cybersex addiction--this third edition identifies the danger signs, explains the dynamics, and describes the consequences of sexual addiction and dependency. With practical wisdom and spiritual clarity, it points the way out of the shadows of sexual compulsion and back into the light and fullness of life.

A renowned cognitive psychologist reveals the science behind achieving breakthrough discoveries, allowing readers to confidently solve problems, improve decision-making, and achieve success. Insights-like Darwin's understanding of the way evolution actually works, and Watson and Crick's breakthrough discoveries about the structure of DNA-can change the world. Yet we know very little about when, why, or how insights are formed-or what blocks them. In *Seeing What Others Don't*, Gary Klein unravels the mystery. Klein is a keen observer of people in their natural settings-scientists, businesspeople, firefighters, police officers, soldiers, family members, friends, himself-and uses a marvelous variety of stories to illuminate his research into what insights are and how they happen. What, for example, enabled Harry Markopolos to put the finger on Bernie Madoff? How did Dr. Michael Gottlieb make the connections between different patients that allowed him to publish the first announcement of the AIDS epidemic? How did Martin Chalfie come up with a million-dollar idea (and a Nobel Prize) for a natural flashlight that enabled researchers to look inside living organisms to watch biological processes in action? Klein also dissects impediments to insight, such as when organizations claim to value employee creativity and to encourage breakthroughs but in reality block disruptive ideas and prioritize avoidance of mistakes. Or when information technology systems are "dumb by design" and block potential discoveries. Both scientifically sophisticated and fun to read, *Seeing What Others Don't* shows that insight is not just a "eureka!" moment but a whole new way of understanding.

How to collect data about cognitive processes and events, how to analyze CTA findings, and how to communicate them effectively: a handbook for managers, trainers, systems analysts, market researchers, health professionals, and others. Cognitive Task Analysis (CTA) helps researchers understand how cognitive skills and strategies make it possible for people to act effectively and get things done. CTA can yield information people need—employers faced with personnel issues, market researchers who want to understand the thought processes of consumers, trainers and others who design instructional systems, health care professionals

who want to apply lessons learned from errors and accidents, systems analysts developing user specifications, and many other professionals. CTA can show what makes the workplace work—and what keeps it from working as well as it might. Working Minds is a true handbook, offering a set of tools for doing CTA: methods for collecting data about cognitive processes and events, analyzing them, and communicating them effectively. It covers both the "why" and the "how" of CTA methods, providing examples, guidance, and stories from the authors' own experiences as CTA practitioners. Because effective use of CTA depends on some conceptual grounding in cognitive theory and research—on knowing what a cognitive perspective can offer—the book also offers an overview of current research on cognition. The book provides detailed guidance for planning and carrying out CTA, with chapters on capturing knowledge and capturing the way people reason. It discusses studying cognition in real-world settings and the challenges of rapidly changing technology. And it describes key issues in applying CTA findings in a variety of fields. Working Minds makes the methodology of CTA accessible and the skills involved attainable.

final report, a child-centred system

Public Administration and Governance in Global Context

The Outsiders

How to Use Your Gut Feelings to Make Better Decisions at Work

Arc of Justice

Finding Latinx

***Latinos across the United States are redefining identities, pushing boundaries, and awakening politically in powerful and surprising ways. Many—Afrolatino, indigenous, Muslim, queer and undocumented, living in large cities and small towns—are voices who have been chronically overlooked in how the diverse population of almost sixty million Latinos in the U.S. has been represented. No longer. In this empowering cross-country travelogue, journalist and activist Paola Ramos embarks on a journey to find the communities of people defining the controversial term, "Latinx." She introduces us to the indigenous Oaxacans who rebuilt the main street in a post-industrial town in upstate New York, the "Las Poderosas" who fight for reproductive rights in Texas, the musicians in Milwaukee whose beats reassure others of their belonging, as well as drag queens, environmental activists, farmworkers, and the migrants detained at our border. Drawing on intensive field research as well as her own personal story, Ramos chronicles how "Latinx" has given rise to a sense of collectivity and solidarity among Latinos unseen in this country for decades. A vital and inspiring work of reportage, Finding Latinx calls on all of us to expand our understanding of what it means to be Latino and what it means to be American. The first step towards change, writes Ramos, is for us to recognize who we are.***

***The 4th edition of this popular text presents a comprehensive review of over a century of research on information behavior. It is intended for students in information studies and disciplines interested in research on information activities. Now co-authored, this new text includes significant structural and content changes from earlier editions.***