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# **The Opposable Mind How Successful Leaders Win Through Integrative Thinking Roger L Martin**

Resonant Leadership Blended Coaching Operation China When More Is Not Better The Innovator's DNa Managing Polarities in Congregations Strategy That Works How to be Rich Innovation in Mixed Methods Research Playing to Win The New Capitalist Manifesto The Opposable Mind Configuration Management The Intellectual Life The Opposable Mind The Opposable Mind The Responsibility Virus Sources of Power Nixon Agonistes A Very Short Fairly Interesting and Reasonably Cheap Book About Studying Leadership Curious Tales from Chemistry Imagine Scenario Planning Rotman on Design The Customer-Driven Playbook The Future of the MBA Creating Great Choices The Opposable Mind Getting Beyond Better How Do We Fix This Mess? The Economic Price of Having it all, and the Route to Lasting Prosperity From Brain to Mind Markets in Profile Diaminds The Pathfinder The Design of Business The Go-Giver More Secrets of Consulting Fixing the Game Harvard Business Review on Inspiring and Executing Innovation The Opposable Mind

## **Resonant Leadership**

This collection features Rotman magazine's best articles on design thinking and

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business design. Insights are drawn from the people on the frontlines of bringing design into modern organizations, as well as from the leading academics who are teaching design thinking to a new generation of global leaders.

### **Blended Coaching**

First published in 1920, *The Intellectual Life* has been repeatedly reprinted and continues to inspire and instruct young scholars.

### **Operation China**

Congregations often find themselves in power struggles over two opposing views. People on both sides believe strongly that they are right. They also assume that if they are right, their opposition must be wrong--classic 'either/or' thinking. A polarity is a pair of truths that need each other over time. When an argument is about two poles of a polarity, both sides are right and need each other to experience the whole truth. This phenomenon has been recognized and written about for centuries in philosophy and religion. It is at the heart of Taoism, where we find the familiar polarity of yin and yang energy. In the past fifty years, business leaders have come to appreciate the phenomenon, often called dilemma or paradox. No matter what it is called, the research is clear: leaders and

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organizations that manage polarities well outperform those who don't.

### **When More Is Not Better**

This is a book about discovery and disaster, exploitation and invention, warfare and science - and the relationship between human beings and the chemical elements that make up our planet. Lars Ohrstrom introduces us to a variety of elements from S to Pb through tales of ordinary and extraordinary people from around the globe. We meet African dictators controlling vital supplies of uranium; eighteenth-century explorers searching out sources of precious metals; industrial spies stealing the secrets of steel-making. We find out why the Hindenburg airship was tragically filled with hydrogen, not helium; why nail-varnish remover played a key part in World War I; and the real story behind the legend of tin buttons and the downfall of Napoleon. In each chapter, we find out about the distinctive properties of each element and the concepts and principles that have enabled scientists to put it to practical use. These are the fascinating (and sometimes terrifying) stories of chemistry in action.

### **The Innovator's DNA**

If you want to be as successful as Jack Welch, Larry Bossidy, or Michael Dell, read

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their autobiographical advice books, right? Wrong, says Roger Martin in *The Opposable Mind*. Though following best practice can help in some ways, it also poses a danger: By emulating what a great leader did in a particular situation, you'll likely be terribly disappointed with your own results. Why? Your situation is different. Instead of focusing on what exceptional leaders do, we need to understand and emulate how they think. Successful businesspeople engage in what Martin calls integrative thinking creatively resolving the tension in opposing models by forming entirely new and superior ones. Drawing on stories of leaders as diverse as AG Lafley of Procter & Gamble, Meg Whitman of eBay, Victoria Hale of the Institute for One World Health, and Nandan Nilekani of Infosys, Martin shows how integrative thinkers are relentlessly diagnosing and synthesizing by asking probing questions including: What are the causal relationships at work here? and What are the implied trade-offs? Martin also presents a model for strengthening your integrative thinking skills by drawing on different kinds of knowledge including conceptual and experiential knowledge. Integrative thinking can be learned, and *The Opposable Mind* helps you master this vital skill.

### **Managing Polarities in Congregations**

Imagine art that permeates society, challenging conventional thinking and standard morals to their core. What if this art was created by Christians? In this revised and expanded edition of a contemporary classic, Steve Turner shares his

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bold vision for Christians in the arts. If Jesus is Lord of all of life and creation, then art is part of his cultural mandate.

### **Strategy That Works**

Is your business ready for the future? Scenario planning is a fascinating, yet still underutilized, business tool that can be of immense value to a company's strategic planning process. It allows companies to visualize the impact that a portfolio of possible futures could have on their competitiveness. It helps decision-makers see opportunities and threats that could emerge beyond their normal planning horizon. Scenario Planning serves as a guide to taking a long-term look at your business, your industry, and the world, posing thoughtful questions about the possible consequences of some current (and possible future) trends. This book will help you: Outline (and help you prepare for) any trends that could play out in the future that could change the political, social, and economic landscapes and significantly impact your business Explore the impact of technological advances and the emergence of new competitors to your business Examine challenges that are only dimly recognizable as potential problems today This visual book will help you answer this question: Is my organization ready for every possibility?

### **How to be Rich**

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If you want to be as successful as Jack Welch, Larry Bossidy, or Michael Dell, read their autobiographical advice books, right? Wrong, says Roger Martin in *The Opposable Mind*. Though following best practice can help in some ways, it also poses a danger: By emulating what a great leader did in a particular situation, you'll likely be terribly disappointed with your own results. Why? Your situation is different. Instead of focusing on what exceptional leaders do, we need to understand and emulate how they think. Successful businesspeople engage in what Martin calls integrative thinking creatively resolving the tension in opposing models by forming entirely new and superior ones. Drawing on stories of leaders as diverse as AG Lafley of Procter & Gamble, Meg Whitman of eBay, Victoria Hale of the Institute for One World Health, and Nandan Nilekani of Infosys, Martin shows how integrative thinkers are relentlessly diagnosing and synthesizing by asking probing questions including: What are the causal relationships at work here? and What are the implied trade-offs? Martin also presents a model for strengthening your integrative thinking skills by drawing on different kinds of knowledge including conceptual and experiential knowledge. Integrative thinking can be learned, and *The Opposable Mind* helps you master this vital skill.

### **Innovation in Mixed Methods Research**

Who drives transformation in society? How do they do it? In this compelling book, strategy guru Roger L. Martin and Skoll Foundation President and CEO Sally R.

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Osberg describe how social entrepreneurs target systems that exist in a stable but unjust equilibrium and transform them into entirely new, superior, and sustainable equilibria. All of these leaders--call them disrupters, visionaries, or changemakers--develop, build, and scale their solutions in ways that bring about the truly revolutionary change that makes the world a fairer and better place. The book begins with a probing and useful theory of social entrepreneurship, moving through history to illuminate what it is, how it works, and the nature of its role in modern society. The authors then set out a framework for understanding how successful social entrepreneurs actually go about producing transformative change. There are four key stages: understanding the world; envisioning a new future; building a model for change; and scaling the solution. With both depth and nuance, Martin and Osberg offer rich examples and personal stories and share lessons and tools invaluable to anyone who aspires to drive positive change, whatever the context. Getting Beyond Better sets forth a bold new framework, demonstrating how and why meaningful change actually happens in the world and providing concrete lessons and a practical model for businesses, policymakers, civil society organizations, and individuals who seek to transform our world for good.

### **Playing to Win**

Support new and veteran principals through coaching-based professional development! How can a coach support a school leader in mastering the

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professional and emotional challenges of school leadership in a manner that has a positive impact on students? This book provides practical skills and strategies for leadership coaching explicitly tied to the needs of principals and other school leaders. An indispensable resource for improving principal retention, teacher satisfaction and student achievement, this ready reference contains: Real-life examples Reflective prompts Practical exercises Comprehensive resources, including worksheets, sample forms, and assessments

### **The New Capitalist Manifesto**

Finalist for Foreword Magazine's 2011 Book of the Year With his knack for making science intelligible for the layman, and his ability to illuminate scientific concepts through analogy and reference to personal experience, James Zull offers the reader an engrossing and coherent introduction to what neuroscience can tell us about cognitive development through experience, and its implications for education. Stating that educational change is underway and that the time is ripe to recognize that “the primary objective of education is to understand human learning” and that “all other objectives depend on achieving this understanding”, James Zull challenges the reader to focus on this purpose, first for her or himself, and then for those for whose learning they are responsible. The book is addressed to all learners and educators – to the reader as self-educator embarked on the journey of lifelong learning, to the reader as parent, and to readers who are educators in

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schools or university settings, as well as mentors and trainers in the workplace. In this work, James Zull presents cognitive development as a journey taken by the brain, from an organ of organized cells, blood vessels, and chemicals at birth, through its shaping by experience and environment into potentially to the most powerful and exquisite force in the universe, the human mind. Zull begins his journey with sensory-motor learning, and how that leads to discovery, and discovery to emotion. He then describes how deeper learning develops, how symbolic systems such as language and numbers emerge as tools for thought, how memory builds a knowledge base, and how memory is then used to create ideas and solve problems. Along the way he prompts us to think of new ways to shape educational experiences from early in life through adulthood, informed by the insight that metacognition lies at the root of all learning. At a time when we can expect to change jobs and careers frequently during our lifetime, when technology is changing society at break-neck speed, and we have instant access to almost infinite information and opinion, he argues that self-knowledge, awareness of how and why we think as we do, and the ability to adapt and learn, are critical to our survival as individuals; and that the transformation of education, in the light of all this and what neuroscience can tell us, is a key element in future development of healthy and productive societies.

### **The Opposable Mind**

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China has matured as a market—and the game has changed. Yesterday, multinationals grappled with fundamental strategic choices: Do we go to China? Whom do we partner with? Where should we invest? Winning in China was all about achieving approval to enter the market, picking the right joint venture partner and selling in the right few cities to the right customers. Execution didn't matter as much as privileged access—through government and partner relationships. Today, China is teeming with MNCs and local competitors. Government is no longer the main driver of deals. Barriers to entry have fallen. Regulations are less of a factor. Partners are no longer required in many industries. Winning now depends on great execution: effectively and efficiently developing, marketing, producing, and channeling goods to customers and growing and retaining a talent base. In *Operation China*, Jimmy Hexter and Jonathan Woetzel explain how you can achieve superior execution in China—through operations including talent management, product development, information technology, procurement, supply-chain management, manufacturing, and sales, marketing, and distribution. Based on over two decades of consulting experience for both local and multinational operations in China and extensive research on what drives success in operating in China, this book helps you get your operations right in the new competitive arena defining China today.

### **Configuration Management**

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China has matured as a market and the game has changed. Yesterday, multinationals grappled with fundamental strategic choices: Do we go to China? Whom do we partner with? Where should we invest? Winning in China was all about achieving approval to enter the market, picking the right joint venture partner and selling in the right few cities to the right customers. Execution didn't matter as much as privileged access through government and partner relationships. Today, China is teeming with MNCs and local competitors. Government is no longer the main driver of deals. Barriers to entry have fallen. Regulations are less of a factor. Partners are no longer required in many industries. Winning now depends on great execution: effectively and efficiently developing, marketing, producing, and channeling goods to customers and growing and retaining a talent base. In *Operation China*, Jimmy Hexter and Jonathan Woetzel explain how you can achieve superior execution in China through operations including talent management, product development, information technology, procurement, supply-chain management, manufacturing, and sales, marketing, and distribution. Based on over two decades of consulting experience for both local and multinational operations in China and extensive research on what drives success in operating in China, this book helps you get your operations right in the new competitive arena defining China today.

### **The Intellectual Life**

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How to close the gap between strategy and execution Two-thirds of executives say their organizations don't have the capabilities to support their strategy. In *Strategy That Works*, Paul Leinwand and Cesare Mainardi explain why. They identify conventional business practices that unintentionally create a gap between strategy and execution. And they show how some of the best companies in the world consistently leap ahead of their competitors. Based on new research, the authors reveal five practices for connecting strategy and execution used by highly successful enterprises such as IKEA, Natura, Danaher, Haier, and Lego. These companies:

- Commit to what they do best instead of chasing multiple opportunities
- Build their own unique winning capabilities instead of copying others
- Put their culture to work instead of struggling to change it
- Invest where it matters instead of going lean across the board
- Shape the future instead of reacting to it

Packed with tools you can use for building these five practices into your organization and supported by in-depth profiles of companies that are known for making their strategy work, this is your guide for reconnecting strategy to execution.

### **The Opposable Mind**

The first edition of this popular and acclaimed book quickly became a favourite among students for the engaging way in which it guided them through the cacophony of competing perspectives and models of leadership. This new edition

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includes an expanded discussion of hot topics like followership, gender, ethics, authenticity and leadership and the arts set against the backdrop of the global financial crisis. In teaching you how to critically appraise and work with leadership theories rather than faithfully accept them, this book will not merely make you a better student of leadership; it could make you a better leader too.

### **The Opposable Mind**

'Robert Peston's compelling account of global financial meltdown is a must-read.' Observer What can we learn from the 2008 recession? ITV's political editor explains the global economic mess and how to escape it - in his characteristically straightforward way. 'How do we fix this mess? I don't know. But don't stop reading now. Perhaps if we have a clearer understanding of what went wrong, we'll have a better idea of what needs to be done. This book is a map of what needs to be fixed.' The record-breaking unbroken growth between 1992 and 2008 wasn't the economic miracle that it seemed. It was based on a number of dangerous illusions - most notably that it didn't matter that the UK and US year after year consumed more than they earned. But we couldn't go on increasing our indebtedness forever. The financial crash of 2007/8 and the subsequent economic slump in much of the west was the moment when we realised we had borrowed more than we could afford to repay. So who got it wrong? Bankers, investors and regulators? And were they greedy, stupid or asleep? What was the role of government? And what part

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did we, as consumers, play in all this? How do we get through this difficult period of transition to a more sustainable economy, one based on investment and exports, rather than on borrowing and consumption? With the same probing lucidity he brought to *Who Runs Britain?* and *WTF?*, Robert Peston takes us step-by-step towards a common sense way to fix this mess.

### **The Responsibility Virus**

In this manifesto-style book, radical economist and strategist Umair Haque calls for the end of the corrupt business ideals that exemplify business as usual. His passionate vision for "Capitalism 2.0," or "constructive capitalism," is one in which old paradigms of wasteful growth, inefficient competition, and self-destructive ideals are left far behind at this reset moment. According to Haque, the economic crisis was not a market failure or even a financial crisis, but an institutional one. Haque details a holistic five-step plan for both reducing the negative and exploitive nature of the current system and ensuring positive social and economic growth for the future. Haque calls for a reexamination of ideals, and urges business away from competition and rivalries and toward a globally-conscious and constructive model--and a constructive future. Haque argues that companies must learn to orient their business models around: - renewal in order to maximize efficiency - equity in order to maximize productivity - meaning in order to maximize effectiveness - democracy in order to maximize agility - peace in order to

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maximize evolvability These new business ideals focus on the human element - not profit exclusively - and are easily tailored for any size or type of business, as long as they are willing to make bold and sustained changes to the current system.

### **Sources of Power**

Partial Contents  
Can I Beat the Law of Raspberry Jam?  
Satir's Self-Esteem Tool Kit  
The Wisdom Box Is It Wisdom or is it Memory?  
Beware of Rationalizations  
Eschew False Reasoning  
The Golden Key  
Nosy but Nice  
Lullaby Language  
The Courage Stick  
Discussing the Indiscussable  
Not Giving Answers People Want to Hear  
The Wishing Wand  
The Dismal Theorems of Contract Negotiation  
How Long Should My Contract Be?  
The Detective Hat (and Magnifying Glass)  
Avoiding Data Biases  
Building Your Detective Network  
The Yes/No Medallion  
Yes, No, and Survival  
Rules  
Transforming a Yes Rule  
Transforming a No Rule  
The Heart  
The Informed Heart  
Mercy Consulting  
Magnificent Commitment  
The Mirror  
Being a Mirror  
Using the Big Picture of Yourself  
The Telescope  
Which Other Person's Big Picture?  
Looking at Satir's Questions Through the Telescope  
The Fish-Eye Lens  
The Law of Unavoidably Messy Peculiarity  
The First Law of Good Consulting  
The Gyroscope  
Life Balance and Congruence  
Waiting for the Other Person to Respond  
The Egg, the Carabiner, and the Feather  
The Magic Double-Bind  
The Effective Use of Failure  
The Hourglass  
Jerry's Iron Rule of Project Life  
Stopping Right  
The Oxygen Mask  
The Dreaded "Shoulds"  
Competence Can Lead to Burnout

## **Nixon Agonistes**

Traditional Chinese edition of Opposable Mind: Winning Through Integrative Thinking by Roger L. Martin. Martin draws lessons learned from 50 management success stories to demonstrate how to approach problems using the opposing minds model. In Chinese. Distributed by Tsai Fong Books, Inc.

## **A Very Short Fairly Interesting and Reasonably Cheap Book About Studying Leadership**

The blockbuster best seller Primal Leadership introduced us to "resonant" leaders--individuals who manage their own and others' emotions in ways that drive success. Leaders everywhere recognized the validity of resonant leadership, but struggled with how to achieve and sustain resonance amid the relentless demands of work and life. Now, Richard Boyatzis and Annie McKee provide an indispensable guide to overcoming the vicious cycle of stress, sacrifice, and dissonance that afflicts many leaders. Drawing from extensive multidisciplinary research and real-life stories, Resonant Leadership offers a field-tested framework for creating the resonance that fuels great leadership. Rather than constantly sacrificing themselves to workplace demands, leaders can manage the cycle using specific techniques to combat stress, avoid burnout, and renew themselves physically,

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mentally, and emotionally. The book reveals that the path to resonance is through mindfulness, hope, and compassion and shows how intentionally employing these qualities creates effective and enduring leadership. Great leaders are resonant leaders. Resonant Leadership offers the inspiration--and tools--to spark and sustain resonance in ourselves and in those we lead.

### **Curious Tales from Chemistry**

Are you a heroic leader? Or are you a passive follower? Chances are you act like one or the other, and it's doing serious damage to your company, your customers, and your colleagues. The reason behind your harmful behavior? The fear that you'll be held responsible for any failures -which often makes failure the inevitable outcome. Management guru Roger Martin calls this fear of failure and the behavior it causes "The Responsibility Virus." With lively case studies based on real business practice, he shows how the Virus "infects" corporations and nonprofit organizations large and small. No message could be more urgent in today's business climate. Martin lays out a wholly original way of understanding group dynamics. His impassioned belief in the "power of one" will be required reading for any of us who think about how we function in organizations, from the boardroom to the mail room.

## **Imagine**

Most companies today have innovation envy. Many make genuine efforts to be innovative: they spend on R&D, bring in creative designers, hire innovation consultants; but they still get disappointing results. Roger Martin argues that to innovate and win, companies need 'design thinking'.

## **Scenario Planning**

Move Beyond Trade-Off Thinking When it comes to our hardest choices, it can seem as though making trade-offs is inevitable. But what about those crucial times when accepting the obvious trade-off just isn't good enough? What do we do when the choices in front of us don't get us what we need? In those cases, rather than choosing the least worst option, we can use the models in front of us to create a new and superior answer. This is integrative thinking. First introduced by world-renowned strategic thinker Roger Martin in *The Opposable Mind*, integrative thinking is an approach to problem solving that uses opposing ideas as the basis for innovation. Now, in *Creating Great Choices*, Martin and his longtime thinking partner Jennifer Riel vividly illustrate how integrative thinking works, and how to do it. The book includes fresh stories of successful integrative thinkers that will demystify the process of creative problem solving, as well as practical tools and

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exercises to help readers engage with the ideas. And it lays out the authors' four-step methodology for creating great choices, which can be applied in virtually any context. The result is a replicable, thoughtful approach to finding a "third and better way" to make important choices in the face of unacceptable trade-offs. Insightful and instructive, *Creating Great Choices* blends storytelling, theory, and hands-on advice to help any leader or manager facing a tough choice.

### **Rotman on Design**

DO YOU JUMP OUT OF BED EVERY MORNING AND RUSH TO A JOB YOU LOVE? Or is the work you once enjoyed now just a way to pay the bills? Perhaps you're even doubting your career choice altogether. Let *The Pathfinder* guide you to a more engaging, fulfilling work life. Based on breakthrough techniques developed by Rockport Institute, an innovative and award-winning career-counseling network that has changed the lives of over 10,000 people, *The Pathfinder* offers invaluable advice and more than 100 self-tests and diagnostic tools that will help you choose an entirely new career -- or view a current job from a new, more positive perspective. You'll learn:

- \* How to design your new career direction step by step so that it fits your talents, personality, needs, goals, values, and is, at the same time, practical and attainable
- \* How to deal successfully with the "yeah but" voices in your head that keep you going back to the same old ill-fitting job, day after day
- \* How to land the perfect job in your new field, plus tips on writing a really

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exceptional résumé, personal marketing, and networking (even for those who hate to network) Whether you're a seasoned professional in search of a career change or a beginner just entering the working world, you want to make the right choices from the beginning. No matter where you are in your journey, if you want work to be more of a dance than a drag, The Pathfinder will expertly coach you through the process of designing a career you will love.

### **The Customer-Driven Playbook**

A new classic, cited by leaders and media around the globe as a highly recommended read for anyone interested in innovation. In *The Innovator's DNA*, authors Jeffrey Dyer, Hal Gregersen, and bestselling author Clayton Christensen (*The Innovator's Dilemma*, *The Innovator's Solution*, *How Will You Measure Your Life?*) build on what we know about disruptive innovation to show how individuals can develop the skills necessary to move progressively from idea to impact. By identifying behaviors of the world's best innovators—from leaders at Amazon and Apple to those at Google, Skype, and Virgin Group—the authors outline five discovery skills that distinguish innovative entrepreneurs and executives from ordinary managers: Associating, Questioning, Observing, Networking, and Experimenting. Once you master these competencies (the authors provide a self-assessment for rating your own innovator's DNA), the authors explain how to generate ideas, collaborate to implement them, and build innovation skills

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throughout the organization to result in a competitive edge. This innovation advantage will translate into a premium in your company's stock price—an innovation premium—which is possible only by building the code for innovation right into your organization's people, processes, and guiding philosophies. Practical and provocative, *The Innovator's DNA* is an essential resource for individuals and teams who want to strengthen their innovative prowess.

### **The Future of the MBA**

### **Creating Great Choices**

*Configuration Management: Theory, Practice, and Application* details a comprehensive approach to configuration management from a variety of product development perspectives, including embedded and IT. It provides authoritative advice on how to extend products for a variety of markets due to configuration options. The book also describes the importanc

### **The Opposable Mind**

American capitalism is in dire straits, caught in a perilous pattern of increasing

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volatility, decreasing investor returns, and ongoing bad behavior by executives. And it's getting worse. Since the turn of the twenty-first century, we've seen two massive value-destroying market meltdowns and a string of ethics breaches, including accounting scandals, options-backdating schemes, and the subprime mortgage debacle. Just what is going on here? Is it the inevitable decline of the American economy? Is it the new normal in a technology-enabled global marketplace? Or is it possible that the very theories we've embraced to underpin our capital markets are actually producing these crises? In *Fixing the Game*, Roger Martin reveals the culprit behind the sorry state of American capitalism: our deep and abiding commitment to the idea that the purpose of the firm is to maximize shareholder value. This theory has led to a massive growth in stock-based compensation for executives and, through this, to a naive and wrongheaded linking of the real market—the business of designing, making, and selling products and services—with the expectations market—the business of trading stocks, options, and complex derivatives. Martin shows how this tight coupling has been engineered and lays out its results: a single-minded focus on the expectations market that will continue driving us from crisis to crisis—unless we act now. Using the National Football League as his primary example, Martin illustrates that it is possible to take a much more thoughtful and effective approach than we now do to the intersection of the real and the expectations markets and to governance in general in the capital markets. Martin shows how we can act to end the destructive cycle, including:

- Restructuring executive compensation to focus entirely on the

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real market, not the expectations market • Rethinking the meaning of board governance and role of board members • Reining in the power of hedge funds and monopoly pension funds Concise, hard-hitting, and entertaining, *Fixing the Game* advocates seizing American capitalism from the jaws of the expectations market and planting it firmly in the real market—and it presents the steps we must take now to do so.

### **Getting Beyond Better**

Despite the wide acceptance of Lean approaches and customer-development strategies, many product teams still have difficulty putting these principles into meaningful action. That's where *The Customer-Driven Playbook* comes in. This practical guide provides a complete end-to-end process that will help you understand customers, identify their problems, conceptualize new ideas, and create fantastic products they'll love. To build successful products, you need to continually test your assumptions about your customers and the products you build. This book shows team leads, researchers, designers, and managers how to use the Hypothesis Progression Framework (HPF) to formulate, experiment with, and make sense of critical customer and product assumptions at every stage. With helpful tips, real-world examples, and complete guides, you'll quickly learn how to turn Lean theory into action. Collect and formulate your assumptions into hypotheses that can be tested to unlock meaningful insights Conduct experiments

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to create a continual cadence of learning Derive patterns and meaning from the feedback you've collected from customers Improve your confidence when making strategic business and product decisions Track the progression of your assumptions, hypotheses, early ideas, concepts, and product features with step-by-step playbooks Improve customer satisfaction by creating a consistent feedback loop

### **How Do We Fix This Mess? The Economic Price of Having it all, and the Route to Lasting Prosperity**

China has matured as a market?and the game has changed. Yesterday, multinationals grappled with fundamental strategic choices: Do we go to China? Whom do we partner with? Where should we invest? Winning in China was all about achieving approval to enter the market, picking the right joint venture partner and selling in the right few cities to the right customers. Execution didn't matter as much as privileged access?through government and partner relationships. Today, China is teeming with MNCs and local competitors. Government is no longer the main driver of deals. Barriers to entry have fallen. Regulations are less of a factor. Partners are no longer required in many industries. Winning now depends on great execution: effectively and efficiently developing, marketing, producing, and channeling goods to customers and growing and

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retaining a talent base. In Operation China, Jimmy Hexter and Jonathan Woetzel explain how you can achieve superior execution in China?through operations including talent management, product development, information technology, procurement, supply-chain management, manufacturing, and sales, marketing, and distribution. Based on over two decades of consulting experience for both local and multinational operations in China and extensive research on what drives success in operating in China, this book helps you get your operations right in the new competitive arena defining China today.

### **From Brain to Mind**

A new edition with expanded content is available now, “The Go-Giver, Expanded Edition: A Little Story About a Powerful Business Idea” An engaging book that brings new relevance to the old proverb “Give and you shall receive” The Go-Giver tells the story of an ambitious young man named Joe who yearns for success. Joe is a true go-getter, though sometimes he feels as if the harder and faster he works, the further away his goals seem to be. And so one day, desperate to land a key sale at the end of a bad quarter, he seeks advice from the enigmatic Pindar, a legendary consultant referred to by his many devotees simply as the Chairman. Over the next week, Pindar introduces Joe to a series of “go-givers:” a restaurateur, a CEO, a financial adviser, a real estate broker, and the “Connector,” who brought them all together. Pindar’s friends share with Joe the Five Laws of

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Stratospheric Success and teach him how to open himself up to the power of giving. Joe learns that changing his focus from getting to giving—putting others' interests first and continually adding value to their lives—ultimately leads to unexpected returns. Imparted with wit and grace, *The Go-Giver* is a heartwarming and inspiring tale that brings new relevance to the old proverb “Give and you shall receive.” From the Hardcover edition.

### **Markets in Profile**

Offers you the best practices and ideas for creating and delivering new products and services. This collection of "HBR" articles can help you: decide which ideas are worth pursuing; adapt offerings from the developing world to wealthy markets; plan all-new ventures by testing and tweaking; and make inexpensive products on a vast scale.

### **Diaminds**

What constitutes successful thinking in business? What are the techniques used by some of the top minds in the business world to solve problems and create value? In *Diaminds*, Mihnea Moldoveanu and Roger Martin, creators of the Integrative Thinking curriculum at the Rotman School of Management, draw upon numerous

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case studies and interviews - as well as theories and models from cognitive psychology, epistemology, analytic philosophy, and semiotics - to present a new conception of successful intelligence that is immediately applicable to business situations. The 'diamind' (or dialogical mind) is characterized by a number of qualities: the ability to simultaneously hold opposing plans, models, and courses of action in mind while retaining the ability to act (bi-stability), logical depth and informational breadth in one's thinking processes (meliorism), the ability to choose among various representations of the world, the self, and others (choicefulness), and the capacity to think about how to analyse and solve a problem while at the same time thinking about the problem itself (polyphony). The authors discuss these concepts in detail, and provide examples and exercises throughout to encourage readers to examine and re-engineer their own thought patterns to develop these qualities and cultivate their own 'diaminds'.

### **The Pathfinder**

Markets in Profile explores the confluence of three disparate philosophical frameworks: the Market Profile, behavioral finance, and neuroeconomics in order to present a unified theory of how markets work. The Market Profile is an ever-evolving, multidimensional graphic that gives visual form to the market's continuing auction process, revealing the myriad underlying dynamics that influence market activity. Behavioral finance posits that investors are driven more

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by emotional factors and the subjective interpretation of minutia than by "rationality" when making investment decisions. And neuroeconomics is the study of how investor psychology permeates and affects the financial markets. Mr. Dalton explicates the ways in which irrational human behavior influences the market's natural auction process, creating frequently predictable market structure, which results in opportunities for investors to ameliorate risk. The book will improve investors ability to interpret change in markets, enabling better, more confident investment decisions.

### **The Design of Business**

Explains how companies must pinpoint business strategies to a few critically important choices, identifying common blunders while outlining simple exercises and questions that can guide day-to-day and long-term decisions.

### **The Go-Giver**

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

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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.

### **More Secrets of Consulting**

American democratic capitalism is in danger. How can we save it? For its first two hundred years, the American economy exhibited truly impressive performance. The combination of democratically elected governments and a capitalist system worked, with ever-increasing levels of efficiency spurred by division of labor, international trade, and scientific management of companies. By the nation's

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bicentennial celebration in 1976, the American economy was the envy of the world. But since then, outcomes have changed dramatically. Growth in the economic prosperity of the average American family has slowed to a crawl, while the wealth of the richest Americans has skyrocketed. This imbalance threatens the American democratic capitalist system and our way of life. In this bracing yet constructive book, world-renowned business thinker Roger Martin starkly outlines the fundamental problem: We have treated the economy as a machine, pursuing ever-greater efficiency as an inherent good. But efficiency has become too much of a good thing. Our obsession with it has inadvertently shifted the shape of our economy, from a large middle class and smaller numbers of rich and poor (think of a bell-shaped curve) to a greater share of benefits accruing to a thin tail of already-rich Americans (a Pareto distribution). With lucid analysis and engaging anecdotes, Martin argues that we must stop treating the economy as a perfectible machine and shift toward viewing it as a complex adaptive system in which we seek a fundamental balance of efficiency with resilience. To achieve this, we need to keep in mind the whole while working on the component parts; pursue improvement, not perfection; and relentlessly tweak instead of attempting to find permanent solutions. Filled with keen economic insight and advice for citizens, executives, policy makers, and educators, *When More Is Not Better* is the must-read guide for saving democratic capitalism.

### **Fixing the Game**

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Explaining both why and how to use mixed methods for discovering solutions to complex research problems, this guide gives readers the tools to adapt approaches to suit their own research conditions. Written in a warm, encouraging tone and packed with helpful diagrams and visual organizers, it provides an easy-to-follow map to the mixed methods process, covering everything from 'what is mixed methods research?' to framing, integrating, and describing a complexity-sensitive mixed methods approach. Features include: Key questions to navigate the important concepts of each chapter Practice alerts to provide practical tips on working in the field Chapter check-ins to assess development of key skills Further reading to expand and deepen knowledge of mixed methods practices An annotated glossary to get to grips with foundational terms and revise for exams Supported throughout by real-world examples and advice from the author and other mixed methods experts, this book helps readers succeed in their projects and think innovatively about the methods they use.

## **Harvard Business Review on Inspiring and Executing Innovation**

The MBA is probably the hottest ticket among the current university graduate degree offerings--every year, more than 120,000 students enroll in MBA programs in the United States, and the estimates in Europe do not lag far behind. In addition,

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job prospects have never looked better for business school graduates; corporations are hiring more business school graduates every year, and compensating them more handsomely. The Future of the MBA provides a sorely needed detailed and systematic review of the major contemporary debates on management education. At the same time, it makes a striking new proposal that will certainly have an impact in business schools: that managers need to develop a series of qualitative tacit skills which could be appropriately developed by integrative curricula brought from different disciplines, including sociology, philosophy, and other social sciences. Moldoveanu and Martin, both involved in the greatly respected integrative business education program at the Rothman School of Management, provide a guide on how to design a reliable integrated program for management students. One of the main assets of the book is that it relies not just on speculative thinking, but on real life experience, and that it also includes case studies that will appeal to practicing managers. As an authoritative reference on MBA education, it will appeal to faculty and staff of business schools, as well as students in related fields like education and public policy.

### **The Opposable Mind**

With a new preface: A “stunning” analysis of the troubled Republican president by the Pulitzer Prize-winning author of Lincoln at Gettysburg (The New York Times Book Review). In this acclaimed biography that earned him a spot on Nixon’s

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infamous “enemies list,” Garry Wills takes a thoughtful, in-depth, and often “very amusing” look at the thirty-seventh US president, and draws some surprising conclusions about a man whose name has become synonymous with scandal and the abuse of power (Kirkus Reviews). Arguing that Nixon was a reflection of the country that elected him, Wills examines not only the psychology of the man himself and his relationships with others—from his wife, Pat, to his vice-president, Spiro Agnew—but also the state of the nation at the time, mired in the Vietnam War and experiencing a cultural rift that pitted the young against the old. Putting his findings into moral, economic, intellectual, and political contexts, he ultimately “paints a broad and provocative landscape of the nation’s—and Nixon’s—travails” (The New York Times). Simultaneously compassionate and critical, and raising interesting perspectives on the shifting definitions of terms like “conservative” and “liberal” over recent decades, *Nixon Agonistes* is a brilliant and indispensable book from one of America’s most acclaimed historians.

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