

# Blind Spot Illuminating The Hidden Value In Business

What should we make of the outsized role organized crime plays in conflict and crisis, from drug wars in Mexico to human smuggling in North Africa, from the struggle in Crimea to scandals in Kabul? How can we deal with the convergence of politics and crime in so-called 'mafia states' such as Guinea-Bissau, North Korea or, as some argue, Russia? Drawing on unpublished government documents and mafia memoirs, James Cockayne discovers the strategic logic of organized crime, hidden in a century of forgotten political-criminal collaboration in New York, Sicily and the Caribbean. He reveals states and mafias competing - and collaborating -- in a competition for governmental power. He discovers mafias influencing elections, changing constitutions, organizing domestic insurgencies and transnational terrorism, negotiating peace deals, and forming governmental joint ventures with ruling groups. And he sees mafias working with the US government to spy on American citizens, catch Nazis, try to assassinate Fidel Castro, invade and govern Sicily, and playing unappreciated roles in the Bay of Pigs fiasco and the Cuban Missile Crisis.

A world-renowned expert in lucid dreaming and Tibetan dream yoga guides us into the tradition's daytime practices, a complement to the nighttime practices taught in his previous book *Dream Yoga*. Most of us are absolutely certain that we're awake here and now—it's a given, right? Yet, according to Tibet's dream yoga tradition, ordinary waking life is no more real than the illusions of our nightly dreams. In his previous book *Dream Yoga*, Andrew Holecek guided us into Tibetan Buddhism's nocturnal path of lucid dreaming and other dimensions of sleeping consciousness. Now, with *Dreams of Light*, he offers us an in-depth, step-by-step guide to its daytime practices. Known as the "illusory form" practices, these teachings include insights, meditations, and actions to help us realize the dreamlike nature of our lives. Through an immersive exploration of the tradition, beginners and seasoned practitioners alike will learn everything they need to deeply transform both their sleeping and waking hours. "If you've struggled to awaken in your dreams," teaches Holecek, "these techniques will often spark spontaneous lucidity during sleep. And if you're already a successful lucid dreamer, they will open you to new depths of experience throughout your day." For those wishing to explore Tibetan Buddhism's profound path for awakening to the true nature of reality—day or night—*Dreams of Light* shows us the way.

"Methamphetamine was a huge part of this case . . . It was a horrible murder driven by drugs." — Prosecutor Cal Rerucha, who convicted Matthew Shepard's killers On the night of October 6, 1998, twenty-one-year-old Matthew Shepard left a bar with two alleged "strangers," Aaron McKinney and Russell Henderson. Eighteen hours later, Matthew was found tied to a log fence on the outskirts of town, unconscious and barely alive. Overnight, a politically expedient myth took the place of important facts. By the time Matthew died a few days later, his name was synonymous with anti-gay hate. *The Book of Matt*, first published in 2013, demonstrated that the truth was in fact far more complicated – and daunting. Stephen Jimenez's account revealed primary documents that had been under seal, and gave voice to many with firsthand knowledge of the case who had not been heard from, including members of law enforcement. In his Introduction to this updated edition, journalist Andrew Sullivan writes: "No one wanted Steve Jimenez to report this story, let alone go back and back to Laramie, Wyoming, asking awkward questions, puzzling over strange discrepancies, re-interviewing sources, seeking a deeper, more complex truth about the ghastly killing than America, it turned out, was prepared to hear. It was worse than that, actually. Not only did no one want to hear more about it, but many were incensed that the case was being re-examined at all." As a gay man Jimenez felt an added moral imperative to tell the story of Matthew's murder honestly, and his reporting has

been thoroughly corroborated. “I urge you to read [The Book of Matt] carefully and skeptically,” Sullivan writes, “and to see better how life rarely fits into the neat boxes we want it to inhabit. That Matthew Shepard was a meth dealer and meth user says nothing that bad about him, and in no way mitigates the hideous brutality of the crime that killed him; instead it shows how vulnerable so many are to the drug’s escapist lure and its astonishing capacity to heighten sexual pleasure so that it’s the only thing you want to live for. Shepard was a victim twice over: of meth and of a fellow meth user.”

How reliable is our intuition? How much should we depend on gut-level instinct rather than rational analysis when we play the stock market, choose a mate, hire an employee, or assess our own abilities? In this engaging and accessible book, David G. Myers shows us that while intuition can provide us with useful—and often amazing—insights, it can also dangerously mislead us. Drawing on recent psychological research, Myers discusses the powers and perils of intuition when: • judges and jurors determine who is telling the truth; • mental health workers predict whether someone is at risk for suicide or crime; • coaches, players, and fans decide who has the hot hand or the hot bat; • personnel directors hire new employees; • psychics claim to be clairvoyant or to have premonitions; • and much more.

An upbeat cultural evaluation of the sources of illogical decisions explores the reasons why irrational thought often overcomes level-headed practices, offering insight into the structural patterns that cause people to make the same mistakes repeatedly. 150,000 first printing.

How Animal Senses Reveal the Hidden Realms Around Us (THE SUNDAY TIMES BESTSELLER)

Learning from the Future as It Emerges

Find Your Hidden Strengths, Learn to Adapt, and Build the Confidence to Win Life's Game

23 Original Essays on Cherished, Estranged, Lost, Hurtful, Hopeful, Complicated Siblings Theory U

Understanding and Facilitating Difficult Dialogues on Race

Notes from the Women That a Movement Forgot

Hidden Biases of Good People

*A practical guide packed with examples of organizations that have successfully tapped into the hidden talents of their workforce. Managers will learn to recognize and mine some key, fundamental leadership traits that are essential for a competitive business.*

*Psychologist Van Hecke argues that much of what we label stupidity can better be explained as blind spots. Full of funny, poignant stories about human foibles, "Blind Spots" offers many insights for improving our social and political lives.*

*Distracted by traditional metrics and mounting access to data, leaders are blinded to what it actually takes to create greater value for their businesses: meaningful, long-term relationships with their customers. In Blind Spot, you'll learn how exceptional organizations—from Disney to Instagram—innovate and sustain valuable, productive customer relationships. Blind Spot's lessons deliver a groundbreaking perspective shift and win-win approach for your customers, your business—and even your shareholders.*

*The legendary critic and author of Mystery Train “ingeniously retells the tale of rock and roll” (Publishers Weekly, starred review). Unlike previous versions of rock ‘n’ roll history, this book omits almost every iconic performer and ignores the storied events and turning points everyone knows. Instead, in a daring stroke, Greil Marcus selects ten songs and dramatizes how each embodies rock ‘n’ roll as a thing in itself, in the story it tells, inhabits, and acts out—a new language, something new under the sun. “Transmission” by Joy Division. “All I Could Do Was Cry” by Etta James and then Beyoncé. “To Know Him Is to Love Him,” first by the Teddy Bears and almost half a century later by Amy Winehouse. In Marcus’s hands these and other songs tell the story of the music, which is, at bottom, the story of the desire for freedom in all its unruly and liberating glory. Slipping the constraints of chronology, Marcus braids together past and present, holding up to the light the ways*

*that these striking songs fall through time and circumstance, gaining momentum and meaning, astonishing us by upending our presumptions and prejudices. This book, by a founder of contemporary rock criticism—and its most gifted and incisive practitioner—is destined to become an enduring classic. “One of the epic figures in rock writing.”—The New York Times Book Review “Marcus is our greatest cultural critic, not only because of what he says but also, as with rock-and-roll itself, how he says it.”—The Washington Post Winner of the Deems Taylor Virgil Thomson Award in Music Criticism, given by the American Society of Composers, Authors & Publishers*

*A dedicated abolitionist, Allan Pinkerton, the Civil War era's legendary private detective, and his partner Kate Warne, the Pinkerton Agency's first female agent, save the life of Abraham Lincoln during his inaugural journey to Washington, uncover Confederate spies within the Union government, and establish the first Secret Service, while pursuing their own secret romance. 25,000 first printing.*

*Intuition*

*Predictably Irrational*

*Illuminating the Hidden Value In Business*

*Hidden Power*

*The Hidden Forces That Shape Our Decisions*

*The Undercover Edge*

*Unleashing the Power of the Hidden Workforce*

*The Book of Equanimity*

The Sindells argue that focusing only on your best abilities neglects a vital development opportunity. They show how to identify hidden strengths that can be quickly elevated into full strengths with attention and focus. Using assessments, exercises, and case studies, the Sindells help you identify your most promising middle skills and create a plan to turn them into strengths.

“Mine” is one of the first words babies learn, and by the time we grow up, the idea of ownership seems natural, whether we are buying a cup of coffee or a house. But who controls the space behind your airplane seat: you, reclining, or the squished laptop user behind you? Why is plagiarism wrong, but it’s okay to knock off a recipe or a dress design? And after a snowstorm, why does a chair in the street hold your parking space in Chicago, while in New York you lose both the space and the chair? In *Mine!*, Michael Heller and James Salzman, two of the world’s leading authorities on ownership, explain these puzzles and many more. Remarkably, they reveal, there are just six simple rules that everyone uses to claim everything. Owners choose the rule that steers us to do what they want. But we can pick differently. This is true not just for airplane seats, but also for battles over digital privacy, climate change, and wealth inequality. *Mine!* draws on mind-bending, often infuriating, and always fascinating accounts from business, history, courtrooms, and everyday life to reveal how the rules of ownership control our lives and shape our world.

Scores of talented and dedicated people serve the forensic science community, performing vitally important work. However, they are often constrained by lack of adequate resources, sound

policies, and national support. It is clear that change and advancements, both systematic and scientific, are needed in a number of forensic science disciplines to ensure the reliability of work, establish enforceable standards, and promote best practices with consistent application. Strengthening Forensic Science in the United States: A Path Forward provides a detailed plan for addressing these needs and suggests the creation of a new government entity, the National Institute of Forensic Science, to establish and enforce standards within the forensic science community. The benefits of improving and regulating the forensic science disciplines are clear: assisting law enforcement officials, enhancing homeland security, and reducing the risk of wrongful conviction and exoneration. Strengthening Forensic Science in the United States gives a full account of what is needed to advance the forensic science disciplines, including upgrading of systems and organizational structures, better training, widespread adoption of uniform and enforceable best practices, and mandatory certification and accreditation programs. While this book provides an essential call-to-action for congress and policy makers, it also serves as a vital tool for law enforcement agencies, criminal prosecutors and attorneys, and forensic science educators.

Many designers enjoy the interfaces seen in science fiction films and television shows. Freed from the rigorous constraints of designing for real users, sci-fi production designers develop blue-sky interfaces that are inspiring, humorous, and even instructive. By carefully studying these "outsider" user interfaces, designers can derive lessons that make their real-world designs more cutting edge and successful.

One of the most revered composers of the twentieth century, Claude Debussy (1862–1918) achieved the unheard of: he reinvented the language of music without alienating the majority of music lovers. Debussy drove French music into entirely new regions of beauty and excitement at a time when old traditions threatened to stifle it. Yet despite his profound influence on French culture, Debussy's own life was complicated and often troubled by struggles over money, women, and ill health. Here, Stephen Walsh, acclaimed author of *Stravinsky*, chronicles both the composer himself and the unique moment in European history that bore him. Walsh's engagingly original approach is to enrich a lively biography with analyses of Debussy's music: from his first daring breaks with the rules as a Conservatoire student to his achievements as the greatest French composer of his time.

12th International Conference, AGI 2019, Shenzhen, China, August 6–9, 2019, Proceedings

Hidden Truths About the Murder of Matthew Shepard

Uncovering the Hidden Prejudice That Shapes What We See, Think, and Do

Unleashing the Crucial Leadership Skills You Already Have

Interaction Design Lessons from Science Fiction

The Secret Life of the Corporate Jester

Why We Fail

How to Stop Missing What's Right in Front of You

Turn Uncomfortable Conversations into Meaningful Dialogue

If you believe that talking about race is impolite, or that "colorblindness" is the preferred approach, you must read this book. *Race Talk and the Conspiracy of Silence* debunks the most pervasive myths using evidence, easy-to-understand examples, and practical tools. This significant work answers all your questions about discussing race by covering: Characteristics of typical, unproductive conversations on race Tacit and explicit social rules related to talking about racial issues Race-specific difficulties and misconceptions regarding race talk Concrete advice for educators and parents on approaching race in a new way "His insistence on the need to press through resistance to have difficult conversations about race is a helpful corrective for a society that prefers to remain silent about these issues." –Christopher Wells, Vice President for Student Life at DePauw University "In a Canadian context, the work of Dr. Derald Wing Sue in *Race Talk: and the Conspiracy of Silence* is the type of material needed to engage a populace that is often described as 'Too Polite.' The accessible material lets individuals engage in difficult conversations about race and racism in ways that make the uncomfortable topics less threatening, resulting in a true 'dialogue' rather than a debate." –Darrell Bowden, M Ed. Education and Awareness Coordinator, Ryerson University "He offers those of us who work in the Diversity and Inclusion space practical tools for generating productive dialogues that transcend the limiting constraints of assumptions about race and identity." –Rania Sanford, Ed.D. Associate Chancellor for Strategic Affairs and Diversity, Stanford University "Sue's book is a must-read for any parent, teacher, professor, practitioner, trainer, and facilitator who seeks to learn, understand, and advance difficult dialogues about issues of race in classrooms, workplaces, and boardrooms. It is a book of empowerment for activists, allies, or advocates who want to

be instruments of change and to help move America from silence and inaction to discussion, engagement, and action on issues of difference and diversity. Integrating real life examples of difficult dialogues that incorporate the range of human emotions, Sue provides a masterful illustration of the complexities of dialogues about race in America. More importantly, he provides a toolkit for those who seek to undertake the courageous journey of understanding and facilitating difficult conversations about race." –Menah Pratt-Clarke, JD, PhD, Associate Provost for Diversity, University of Illinois Urbana-Champaign

In a televised social experiment before millions of viewers, police sergeant Derrick Levasseur demonstrated that techniques used by undercover detectives could help people achieve their goals in everyday social situations. The result: he walked away with more than half a million dollars. In *The Undercover Edge*, Derrick shares his personal mind-set surrounding human behavior and motivation. Even more than that, he provides easy yet groundbreaking tools acquired while overcoming personal adversity and working more than a decade in law enforcement, showing readers:

- The power of observation and creating a profile
- The effect of using silence to extract and evaluate information
- The benefits of interpreting body language and developing your sixth sense
- The importance of self-awareness and adapting to your environment
- The value of developing a personal ops plan with a defined mission

Derrick's approach allows readers to create a solid foundation in their lives, build confidence personally and professionally, and push themselves to become stronger, more capable leaders.

This book constitutes the refereed proceedings of the 12th International Conference on Artificial General Intelligence, AGI 2019, held in Shenzhen, China, in August 2019. The 16 full papers and 5 poster papers presented in this book were carefully reviewed and selected from 30 submissions. The papers are covering AGI architectures, discussing mathematical foundations, philosophical foundations, safety and ethics, and developing ideas from neuroscience and cognitive science.

Blind Spot Illuminating the Hidden Value In  
Business Rosenfeld Media

A NEW YORK TIMES BESTSELLER “The fights against hunger, homelessness, poverty, health disparities, poor schools, homophobia, transphobia, and domestic violence are feminist fights. Kendall offers a feminism rooted in the livelihood of everyday women.” –Ibram X. Kendi, #1 New York Times-bestselling author of How to Be an Antiracist, in The Atlantic “One of the most important books of the current moment.”–Time “A rousing call to action... It should be required reading for everyone.”–Gabrielle Union, author of We’re Going to Need More Wine A potent and electrifying critique of today’s feminist movement announcing a fresh new voice in black feminism Today’s feminist movement has a glaring blind spot, and paradoxically, it is women. Mainstream feminists rarely talk about meeting basic needs as a feminist issue, argues Mikki Kendall, but food insecurity, access to quality education, safe neighborhoods, a living wage, and medical care are all feminist issues. All too often, however, the focus is not on basic survival for the many, but on increasing privilege for the few. That feminists refuse to prioritize these issues has only exacerbated the age-old problem of both internecine discord and women who rebuff at carrying the title. Moreover, prominent white feminists broadly suffer from their own myopia with regard to how things like race, class, sexual orientation, and ability intersect with gender. How can we stand in solidarity as a movement, Kendall asks, when there is the distinct likelihood that some women are oppressing others? In her searing collection of essays, Mikki Kendall takes aim at the legitimacy of the modern feminist movement, arguing that it has chronically failed to address the needs of all but a few women. Drawing on her own experiences with hunger, violence, and hypersexualization, along with incisive commentary on reproductive rights, politics, pop culture, the stigma of mental health, and more, Hood Feminism delivers an irrefutable indictment of a movement in flux. An unforgettable debut, Kendall has written a ferocious clarion call to all would-be feminists to live out the true mandate of the movement in thought and in deed.

Untapped Talent

Dreams of Light

Mine!

The Secret of Raven Point

Whistling Vivaldi: How Stereotypes Affect Us and What We Can Do (Issues of Our Time)

An Immense World

The Hidden Power of Self-Deception

The Blind Spot Effect

WINNER OF THE 2020 LANE ANDERSON AWARD SHORTLISTED FOR THE 2020 RBC TAYLOR PRIZE From one of the world's most engaging science journalists, a groundbreaking and wonder-filled look at the hidden things that shape our lives in unexpected and sometimes dangerous ways. Our naked eyes see only a thin sliver of reality. We are blind in comparison to the X-rays that peer through skin, the mass spectrometers that detect the dead inside the living, or the high-tech surveillance systems that see with artificial intelligence. And we are blind compared to the animals that can see in infrared, or ultraviolet, or in 360-degree vision. These animals live in the same world we do, but they see something quite different when they look around. With all of the curiosity and flair that drives her broadcasting, Ziya Tong illuminates this hidden world, and takes us on a journey to examine ten of humanity's biggest blind spots. First, we are introduced to the blind spots we are all born with, to see how technology reveals an astonishing world that exists beyond our human senses. It is with these new ways of seeing that today's scientists can image everything from an atom to a black hole. In Section Two, our collective blind spots are exposed. It's not that we can't see, Tong reminds us. It's that we don't. In the 21st century, there are cameras everywhere, except where our food comes from, where our energy comes from, and where our waste goes. Being in the dark when it comes to how we survive makes it impossible to navigate our future. Lastly, the scope widens to our civilizational blind spots. Here, the blurred lens of history reveals how we inherit ways of thinking about the world that seem natural or inevitable but are in fact little more than traditions, ways of seeing the world that have come to harm it. This vitally important new book shows how science, and the curiosity that drives it, can help civilization flourish by opening our eyes to the landscape laid out before us. Fast-paced, utterly fascinating, and deeply humane, *The Reality Bubble* gives voice to the sense we've all had -- that there is more to the world than meets the eye.

“ We’re now hip-deep, if not drowning, in the ‘experience economy.’ Here’s the smartest book I’ve read so far that can actually help get your brand to higher ground, fast. And it’s written by people who not only drew the map, but blazed these trails in the first place.” – Brian Collins, Executive Creative Director, Ogilvy & Mather Worldwide Brand Integration Group In a market economy characterized by commoditized products and global competition, how do companies gain deep and lasting loyalty from their customers? The key, this book argues, is in providing meaningful customer experiences. Writing in the tradition of Louis Cheskin, one of the founding fathers of market research, the authors of *Making Meaning* observe, define, and describe the meaningful customer experience. By

consciously evoking certain deeply valued meanings through their products, services, and multidimensional customer experiences, they argue, companies can create more value and achieve lasting strategic advantages over their competitors. A few businesses are already discovering this approach, but until now no one has articulated it in such a persuasive and practical way. Making Meaning not only encourages businesses to adopt an innovation process that's centered on meaning, it also tells you how. The book outlines a plan of action and describes the attributes of a meaning-centric innovation team. With insightful real-world examples drawn from the Cheskin company's experience and from the authors' observations of the contemporary global market, this book outlines a plan of action and describes the attributes of a meaning-centric innovation team. Meaningful experiences—as distinct from trivial ones—reinforce or transform the customer's sense of purpose and significance. The authors' vision of a world of meaningful consumption is idealistic, but don't be fooled: this is a straightforward business book with an eye on the ROI. It shows how to bring R&D, design, and marketing together to create deeper and richer experiences for your customers. Making Meaning: How Successful Businesses Deliver Meaningful Customer Experiences is an engaging and practical book for business leaders, explaining how their companies can create more meaningful products and services to better achieve their goals.

A timely, must-have guide to understanding and overcoming bias in the workplace, from the experts at FranklinCovey. Unconscious bias affects everyone. It can look like the disappointment of an HR professional when a candidate for a new position asks about maternity leave. It can look like preferring the application of an Ivy League graduate over one from a state school. It can look like assuming a man is more entitled to speak in a meeting than his female junior colleague. Ideal for every manager who wants to understand and move past their own preconceived ideas, The Leader's Guide to Unconscious Bias explains that bias is the result of mental shortcuts, our likes and dislikes, and is a natural part of the human condition. And what we assume about each other and how we interact with one another has vast effects on our organizational success—especially in the workplace. Teaching you how to overcome unconscious bias, this book provides more than thirty unique tools, such as a prep worksheet and a list of ways to reframe your unconscious thoughts. According to the experts at FranklinCovey, your workplace can achieve its highest performance rate once you start to overcome your biases and allow your employees to be whole people. By recognizing bias, emphasizing empathy and curiosity, and making true understanding a priority in the workplace, we can unlock the potential of every person we encounter.

Shows how leaders can access the deepest source of inspiration and vision • Includes dozens of tested exercises, practices, and real-world examples We live in a time of massive institutional failure, one that requires a new consciousness and a new collective leadership capacity. In this groundbreaking book, Otto

Scharmer invites us to see the world in new ways and in so doing discover a revolutionary approach to leadership. What we pay attention to and how we pay attention is key to what we create. What prevents us from attending to situations more effectively is that we aren't fully aware of and in touch with the inner place from which attention and intention originate. This is what Scharmer calls our blind spot. By moving through Scharmer's U process, we consciously access the blind spot and learn to connect to our authentic Self—the deepest source of knowledge and inspiration—in the realm of “presencing,” a term coined by Scharmer that combines the concepts of presence and sensing. Based on ten years of research and action learning and interviews with over 150 practitioners and thought leaders, Theory U offers a rich diversity of compelling stories and examples and includes dozens of exercises and practices that allow leaders, and entire organizations, to shift awareness, connect with the best future possibility, and gain the ability to realize it.

Design makes a tremendous impact on the produced world in terms of usability, resources, understanding, and priorities. What we produce, how we serve customers and other stakeholders, and even how we understand how the world works is all affected by the design of models and solutions. Designers have an unprecedented opportunity to use their skills to make meaningful, sustainable change in the world—if they know how to focus their skills, time, and agendas. In *Design is the Problem: The Future of Design Must be Sustainable*, Nathan Shedroff examines how the endemic culture of design often creates unsustainable solutions, and shows how designers can bake sustainability into their design processes in order to produce more sustainable solutions.

The Book of Matt

How Successful Businesses Deliver Meaningful Customer Experiences  
Grounded

How the Hidden Rules of Ownership Control Our Lives

The Strategic Logic of Organized Crime

The Future of Design Must Be Sustainable

The Leader's Guide to Unconscious Bias

Race Talk and the Conspiracy of Silence

*In Whistling Vivaldi, described as a 'beautifully-written account' of the relationship between stereotypes and identity, Claude Steele offers a vivid first-person detailing of the research that brought him to his groundbreaking conclusions. Through the telling of dramatic personal stories, Dr. Steele shares the process of constructing and completing experiments and statistical studies that show that exposing subjects to stereotypes - merely reminding a group of female math majors about to take a math test, for example, that women are considered naturally inferior to men at math - impairs their performance in the area affected by the stereotype. Steele's conclusions shed new light on a host of American social phenomena, from the racial and gender gaps in standardized test scores to the belief in the superior athletic prowess of black men. As Homi Bhabha states, 'Steele's book is both urgent and important in understanding the tyranny of the stereotype and liberating ourselves from its derogatory, one-dimensional vision.' Whistling Vivaldi presents a*

*new way of looking at identity and the way it is shaped by social expectations, and, in Richard Thompson Ford's words, 'offers a clear and compelling analysis and, better still, straightforward and practical solutions.'*

*For professionals responsible for talent management and development, assessing competence and capability is crucial, especially in relation to recruiting the right leader. Yet talent professionals can also use leadership assessment as a positive and powerful talent development tool. Leadership Assessment for Talent Development goes beyond recruitment to position assessment as a central, strategic activity. It demonstrates how to apply a connected process that accelerates behavioural change areas and facilitates the engagement and enabling of in-house talent. This practical, forward-looking book uses authentic, engaging case studies to show how the principles of leadership assessment can work in practice. It is an essential companion for HR and talent professionals in any field who want to equip their company with the talent it needs to be fit for business success.*

*"Accessible and authoritative . . . While we may not have much power to eradicate our own prejudices, we can counteract them. The first step is to turn a hidden bias into a visible one. . . . What if we're not the magnanimous people we think we are?"—The Washington Post I know my own mind. I am able to assess others in a fair and accurate way. These self-perceptions are challenged by leading psychologists Mahzarin R. Banaji and Anthony G. Greenwald as they explore the hidden biases we all carry from a lifetime of exposure to cultural attitudes about age, gender, race, ethnicity, religion, social class, sexuality, disability status, and nationality. "Blindspot" is the authors' metaphor for the portion of the mind that houses hidden biases. Writing with simplicity and verve, Banaji and Greenwald question the extent to which our perceptions of social groups—without our awareness or conscious control—shape our likes and dislikes and our judgments about people's character, abilities, and potential. In Blindspot, the authors reveal hidden biases based on their experience with the Implicit Association Test, a method that has revolutionized the way scientists learn about the human mind and that gives us a glimpse into what lies within the metaphoric blindspot. The title's "good people" are those of us who strive to align our behavior with our intentions. The aim of Blindspot is to explain the science in plain enough language to help well-intentioned people achieve that alignment. By gaining awareness, we can adapt beliefs and behavior and "outsmart the machine" in our heads so we can be fairer to those around us. Venturing into this book is an invitation to understand our own minds. Brilliant, authoritative, and utterly accessible, Blindspot is a book that will challenge and change readers for years to come. Praise for Blindspot*

*"Conversational . . . easy to read, and best of all, it has the potential, at least, to change the way you think about yourself."—Leonard Mlodinow, The New York Review of Books "Banaji and Greenwald deserve a major award for writing such a lively and engaging book that conveys an important message: Mental processes that we are not aware of can affect what we think and what we do. Blindspot is one of the most illuminating books ever written on this topic."—Elizabeth F. Loftus, Ph.D., distinguished professor, University of California, Irvine; past president, Association for Psychological Science; author of Eyewitness Testimony*

*The Book of Equanimity contains the first-ever complete English language commentary on one of the most beloved classic collections of Zen teaching stories (koans), making them vividly relevant to spiritual seekers and Zen students in the twenty-first century. Continually emphasizing koans as effective tools to discover*

*and experience the deepest truths of our being, Wick brings the art of the koan to life for those who want to practice wisdom in their daily lives. The koan collection Wick explores here is highly esteemed as both literature and training material in the Zen tradition, in which koan-study is one of two paths a practitioner might take. This collection is used for training in many Zen centers in the Americas and in Europe but has never before been available with commentary from a contemporary Zen master. Wick's Book of Equanimity includes new translations of the preface, main case and verse for each koan, and modern commentaries on the koans by Wick himself.*

*Relationships with our siblings stretch, as an old saying has it, all the way from the cradle to the grave. Few bonds in life are as significant, as formative, as lasting, and as frequently overlooked as those we share with our brothers and sisters. In this stellar, first-of-its-kind anthology, contemporary writers explore the rich and varied landscape of sibling experience, illuminating the essential, occasionally wonderful, often difficult ways our brothers and sisters—or lack thereof—shape us. There are those who love and cherish their siblings, those who abhor and avoid them, and everyone in between.*

*Leadership Assessment for Talent Development*

*Pinkerton's Secret*

*How Science Reveals the Hidden Truths that Shape Our World*

*Design Is The Problem*

*Debussy*

*Artificial General Intelligence*

*How To Reframe Bias, Cultivate Connection, and Create High-Performing Teams*

*Who Will Write Our History?*

In 1940, in the Jewish ghetto of Nazi-occupied Warsaw, the Polish historian Emanuel Ringelblum established a clandestine scholarly organization called the Oyneg Shabes to record the experiences of the ghetto's inhabitants. For three years, members of the Oyneg Shabes worked in secret to chronicle the lives of hundreds of thousands as they suffered starvation, disease, and deportation by the Nazis. Shortly before the Warsaw ghetto was emptied and razed in 1943, the Oyneg Shabes buried thousands of documents from this massive archive in milk cans and tin boxes, ensuring that the voice and culture of a doomed people would outlast the efforts of their enemies to silence them. Impeccably researched and thoroughly compelling, Samuel D. Kassow's *Who Will Write Our History?* tells the tragic story of Ringelblum and his heroic determination to use historical scholarship to preserve the memory of a threatened people.

The New York Times Bestseller "Not since Robert Caro's *Years of Lyndon Johnson* have I been so riveted by a work of history. *Secret City* is not gay history. It is American history." —George Stephanopoulos Washington, D.C., has always been a city of secrets. Few have been more dramatic than the ones revealed in James Kirchick's *Secret City*. For decades, the specter of homosexuality haunted Washington. The mere suggestion that a person might be gay destroyed reputations, ended careers, and ruined lives. At the height of the Cold War, fear of homosexuality became intertwined with the growing threat of international communism, leading to a purge of gay men and lesbians from the federal government. In the fevered atmosphere of political Washington, the secret "too loathsome to mention" held enormous, terrifying power. Utilizing thousands of pages of declassified documents, interviews with over one hundred people, and material unearthed from presidential libraries and archives around

the country, *Secret City* is a chronicle of American politics like no other. Beginning with the tragic story of Sumner Welles, Franklin Delano Roosevelt's brilliant diplomatic advisor and the man at the center of "the greatest national scandal since the existence of the United States," James Kirchick illuminates how homosexuality shaped each successive presidential administration through the end of the twentieth century. Culture and political anxiety over gay people sparked a decades-long witch hunt, impacting everything from the rivalry between the CIA and the FBI to the ascent of Joseph McCarthy, the struggle for Black civil rights, and the rise of the conservative movement. Among other revelations, Kirchick tells of the World War II-era gay spymaster who pioneered seduction as a tool of American espionage, the devoted aide whom Lyndon Johnson treated as a son yet abandoned once his homosexuality was discovered, and how allegations of a "homosexual ring" controlling Ronald Reagan nearly derailed his 1980 election victory. Magisterial in scope and intimate in detail, *Secret City* will forever transform our understanding of American history.

Stewart Jameson, a Scottish portrait painter fleeing his debtors in Edinburgh, has washed up on the British Empire's far shores—in the city of Boston, lately seized with the spirit of liberty. Eager to begin anew, he advertises for an apprentice, but the lad who comes knocking is no lad at all. Fanny Easton is a fallen woman from Boston's most prominent family who has disguised herself as a boy to become Jameson's defiant and seductive apprentice. Written with wit and exuberance by accomplished historians, *Blindspot* is an affectionate send-up of the best of eighteenth-century fiction. It celebrates the art of the Enlightenment and the passion of the American Revolution by telling stories of ordinary people caught up in an extraordinary time.

A provocative, personal approach to leadership based on in-depth research with hundreds of executives around the world. Confronted by disruptive change and economic turbulence, many of today's leaders find themselves ill-equipped to manage the hazards they now face. They must contend with chronic uncertainty, cynical employees, and personal burnout. Most are poorly served by the prevailing paradigm that obsessively focuses on what we do to produce short-term results while sabotaging who we are as healthy human beings. Few have seen alternatives, until now. *Grounded* proposes a new approach that's designed for actual humans who must grapple with these forces. This new paradigm speaks to our better selves. Based on the author's Healthy Leader model, it focuses on the six personal dimensions that fuel—and refuel—the world's top leaders: physical, emotional, intellectual, social, vocational, and spiritual health. The book argues that leaders at every level can be more self-aware, develop their untapped potential, and drive significantly better results—for themselves, their teams, and their organizations. Shows readers how to build a personal leadership model that works with their values, goals and capabilities. Features fresh stories from leaders in a variety of organizations including the New York Fire Department, PricewaterhouseCoopers, The Lego Group, and Medstar Health. Gives leaders practical tools to face their toughest challenges with greater skill, confidence, and impact. By developing themselves and mastering the six dimensions, readers can gain the stamina and strength to not only weather tough times but to achieve much, much more. "Poignant....important and illuminating."—The New York Times Book Review "Groundbreaking."—Bryan Stevenson, New York Times bestselling author of *Just Mercy* From one of the world's leading experts on unconscious racial bias come stories,

science, and strategies to address one of the central controversies of our time How do we talk about bias? How do we address racial disparities and inequities? What role do our institutions play in creating, maintaining, and magnifying those inequities? What role do we play? With a perspective that is at once scientific, investigative, and informed by personal experience, Dr. Jennifer Eberhardt offers us the language and courage we need to face one of the biggest and most troubling issues of our time. She exposes racial bias at all levels of society—in our neighborhoods, schools, workplaces, and criminal justice system. Yet she also offers us tools to address it. Eberhardt shows us how we can be vulnerable to bias but not doomed to live under its grip. Racial bias is a problem that we all have a role to play in solving.

Learning from Experience Design Failures  
Biased

The Profound Daytime Practice of Lucid Dreaming  
The Reality Bubble  
A Path Forward  
The Hidden History of Gay Washington  
Blind Spots

**\*\*AS HEARD ON BBC RADIO 4 BOOK OF THE WEEK\*\* \*\*NEW YORK TIMES BESTSELLER\*\***

'Wonderful, mind-broadening... a journey to alternative realities as extraordinary as any you'll find in science fiction' The Times, Book of the Week 'Magnificent' Guardian Enter a new dimension - the world as it is truly perceived by other animals. The Earth teems with sights and textures, sounds and vibrations, smells and tastes, electric and magnetic fields. But every animal is enclosed within its own unique sensory bubble, perceiving only a tiny sliver of an immense world. This book welcomes us into previously unfathomable dimensions - the world as it is truly perceived by other animals. We encounter beetles that are drawn to fires, turtles that can track the Earth's magnetic fields, fish that fill rivers with electrical messages, and humans that wield sonar like bats. We discover that a crocodile's scaly face is as sensitive as a lover's fingertips, that plants thrum with the inaudible songs of courting bugs, and that even simple scallops have complex vision. We learn what bees see in flowers, what songbirds hear in their tunes, and what dogs smell on the street. We listen to stories of pivotal discoveries in the field, while looking ahead at the many mysteries which lie unsolved. Ed Yong coaxes us beyond the confines of our own senses, allowing us to perceive the threads of scent, waves of electromagnetism and pulses of pressure that surround us. Because in order to understand our world we don't need to travel to other places; we need to see through other eyes. 'A stunning achievement - steeped in science but suffused with magic' Siddhartha Mukherjee, author The Emperor of All Maladies 'Magnificent - an unbelievably immersive and mind-blowing account of how other animals experience our world' Peter Wohlleben, author of The Hidden Life of Trees and The Inner Life of Animals 'A delightful sensory experience: to see the world through the touch-vision of a scallop, to taste through the feet of a mosquito and hear through the feet of an elephant' Gaia Vince, author of Transcendence

From the award-winning author of *Easter Island* comes a powerful, “unputdownable” (Vogue.com) novel of love, loss, and redemption amid the ruins of war-torn Italy. 1943: When seventeen-year-old Juliet Dufresne receives a cryptic letter from her enlisted brother and then discovers that he’s been reported missing in action, she lies about her age and travels to the front lines as an army nurse, determined to find him. Shy and awkward, Juliet is thrust into the bloody chaos of a field hospital, a sprawling encampment north of Rome where she forges new friendships and is increasingly consumed by the plight of her patients. One in particular, Christopher Barnaby, a deserter awaiting court martial, may hold the answer to her brother’s whereabouts—but the trauma of war has left him catatonic. Racing against the clock, Juliet works with an enigmatic young psychiatrist, Dr. Henry Willard, to break Barnaby’s silence before

the authorities take him away. Plunged into the horrifying depths of one man's memories of combat, Juliet and Willard together plumb the moral nuances of a so-called "just war" and face the dangers of their own deepening emotional connection. In vibrant, arresting prose, Vanderbes tells the story of one girl's fierce determination to find her brother as she comes of age in a time of unrelenting violence. An unforgettable war saga that captures the experiences of soldiers long after the battles have ended, *The Secret of Raven Point* is heartbreaking, and ultimately uplifting: "The only disappointing thing about this book is that it has to end" (Library Journal, starred review).

In the early 12th century, members of the Chinese royal court found themselves surrounded by advisors who mirrored only their own perspectives. Out of fear and complacency, few of these advisors challenged accepted wisdom, questioned the status quo, or voiced their concerns. Insightful leaders realized this denied them critical access to the reality about themselves and their organizations. Court jesters, however, free from conventional restraints and fears, began to supply truth in very clever ways, thereby opening up new perspectives, insights, ideas and options for those leaders they attended. Today, more than ever, individuals are searching for ways to positively contribute to organizational leadership, culture and behavior. To do that successfully, they need insight into organizational truth as well as strategies to reveal that truth to others in a way that does not cause defensiveness or resistance. Jesters are needed as much today just as they were in the courts of old. David Riveness, in his insightful and entertaining book *The Secret Life of the Corporate Jester*, reveals how to adopt and apply a "jester's perspective." The perspective and behaviors of a jester can be understood and adopted by anyone regardless of his or her organization, role or position. Those who apply what they learn from this book can wield significant influence and bring about remarkable positive change. David Riveness is the founder and CEO of Corporate Jester, an organization created to assist individuals and organizations learn, develop and apply strategies for success. As part of this role, he delivers personalized keynote addresses, learning sessions and coaching for companies, organizations, and individuals. Prior to founding Corporate Jester, David served as the Director of Global Facilitations for Eagle's Flight, a worldwide innovator in the development and delivery of practical training programs for organizations. While at Eagle's Flight, he facilitated and implemented training programs with such industry leaders as Warner Bros., NIKE, ESPN, Pfizer, The American Heart Association and Citibank on a variety of topics relating to organizational and individual effectiveness. David has hosted dynamic training workshops and speaking engagements ranging from small groups to large workshops with 3,500 attendees. He has worked as a facilitator and speaker around the world, including such diverse locations as India, China and Brazil.

From the Pulitzer Prize-winning journalist and author of *Why We Make Mistakes*, an illuminating exploration of human beings' astonishing ability to deceive themselves. To one degree or another, we all misjudge reality. Our perception—of ourselves and the world around us—is much more malleable than we realize. This self-deception influences every major aspect of our personal and social life, including relationships, sex, politics, careers, and health. In *Kidding Ourselves*, Joseph Hallinan offers a nuts-and-bolts look at how this penchant shapes our everyday lives, from the medicines we take to the decisions we make. It shows, for instance, just how much the power of many modern medicines, particularly anti-depressants and painkillers, is largely in our heads. Placebos in modern-day life extend beyond hospitals, to fake thermostats and "elevator close" buttons that don't really work...but give the perception that they do. *Kidding Ourselves* brings together a variety of subjects, linking seemingly unrelated ideas in fascinating and unexpected ways. And ultimately, it shows that deceiving ourselves is not always negative or foolish. As increasing numbers of researchers are discovering, it can be incredibly useful, providing us with the resilience we need to persevere, in the boardroom, bedroom, and beyond. Provocative, accessible, and easily applicable to multiple facets of everyday life, *Kidding Ourselves* is an extraordinary new exploration of our mind's flexibility.

Just as pilots and doctors improve by studying crash reports and postmortems, experience designers can improve by learning how customer experience failures cause products to fail in the marketplace. Rather than proselytizing a particular approach to design, *Why We Fail* holistically explores what teams actually built, why the products failed, and how we can learn from the past to avoid failure ourselves.

Why Smart People Do Dumb Things

A Painter in Sound

Strengthening Forensic Science in the United States

Hidden Strengths

Illuminating Classic Zen Koans

Blindspot

Make It So

Secret City

**Do you ever feel like you're experiencing your life at only a fraction of its true clarity and depth? Are your days dominated by a single emotion such as fear, sadness, anger, or disappointment? At work or in your personal life, do you find yourself facing similar relationship patterns or conflicts again and again? From our earliest years, we all acquire blind spots in the way we perceive, feel, and think. Driven by our biology, life experiences, cultural messages, and physical environment, they profoundly affect us throughout our lives. This informative and practical guide invites us to understand: how we get them, how to bring them to light, and how to work with that newfound awareness to improve our lives. Here, author Kelly Boys presents emerging research from many fields of psychology and neuroscience, personal stories, and a wealth of hands-on exercises and practices to help us identify, welcome, and transform our own hidden domains. Join her to explore: What we miss and how we miss it Attentional blink—gaps in our sensory awareness and our astonishing potential to perceive more in each moment Decoding your unconscious stories—how they filter the truth and influence you Hacking your intuition—why our gut instincts are not always accurate, and ways to get it right more often The defended self—uncovering the core beliefs that shape your emotional landscape Using moments of crisis to reveal especially elusive blind spots Falling in love, “crushing,” cheating, and wholehearted loving—shining a light into the wilderness of intimate relationships Three biases that sabotage our judgment and how to counter them Self-compassion, welcoming, and vulnerability—keys to clearer self-perception Flow states—becoming fully immersed in what you do without the filters that diminish your natural way of perceiving and being Seeing yourself as others see you—safely engaging with someone you trust to gain greater self-awareness Illuminating the biggest blind spot of all—the illusion of an isolated and separate self, and how to free ourselves from the traps it creates Chapter-by-chapter practices—somatic, contemplative, and mindfulness-based—for self-discovery and change Once we recognize our blind spots, we can't unsee them. We release ourselves from unnecessary suffering and begin to experience each moment more richly. With The Blind Spot Effect, you're invited to illuminate what is right in front of you and within you—for greater wonder, joy, and fulfillment. How Leaders Stay Rooted in an Uncertain World**

**Blind Spot**

**History of Rock 'n' Roll in Ten Songs**

**Its Powers and Perils**

**A Novel**

**Freud's Blind Spot**

**Kidding Ourselves**

**Rediscovering a Hidden Archive from the Warsaw Ghetto**