

File Type PDF Great People Decisions Why They Matter So Much Why They Are So Hard And How You Can Master Them

# **Great People Decisions Why They Matter So Much Why They Are So Hard And How You Can Master Them**

Good questions lead to better decisions. Discover five game-changing questions to ask every time you make a decision--questions that will help you in your finances, relationships, career, and more. Your decisions determine the direction and quality of your life. Your decisions create the story of your life. And while nobody

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plans to complicate their life with bad decisions, far too many people have no plan to make good decisions. This book will help you live differently. In *Better Decisions, Fewer Regrets*, Andy Stanley will help you learn from experience and stop making bad decisions by integrating five questions into every decision you make, big or small. You'll discover how to: Develop a decision-making filter that reveals which choices will likely lead to positive results in your life. Avoid selling yourself on bad ideas and making quick decisions when time is short. Find truth and clarity in any tricky decision. Improve relationships and heal division through better decisions. Discover the reasons behind your decisions so you can

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move forward with positive changes. Consider the long-term impact of your choices so you can write a life story worth celebrating. Easily identify any red flags that signal which decisions may result in future regrets. Better Decisions, Fewer Regrets will set you up for success in every season of life, for the rest of your life. "Classic Andy--accessible to any of us wanting to change, yet deep enough to challenge you if you think you know the answers." - Max Lucado, pastor and New York Times bestselling author "This is the right book for the right time. We've got some important decisions to make, and this book will help frame the right questions to ask." - Bob Goff, Sweet Maria's husband and New York Times

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bestselling author "This book is not just a necessary guide to better decisions--it's a handbook for life that is sure to make a difference in yours." - Lysa TerKeurst, #1 New York Times bestselling author "Andy Stanley strikes again! This challenging, practical, and engaging book will help you make better decisions and lead the life you really want." - Ian Morgan Cron, author, The Road Back to You "Now is the time to change your choices to regret-proof your future. Andy will show you how." - Levi Lusko, pastor of Fresh Life Church and author

People, not plans or products, are the well-spring of organizational success. Focusing primarily on the selection process--for success at the outset eliminates

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difficulties and problems later--MacMillan explores the areas of recruitment, promoting from within, and legal considerations as they touch on the selection process. Success boils down to one thing: making good decisions. Learn the right framework now that can make all the difference later when faced with terrible options, deep anxiety and fear of failure. Access the decision framework David Siegel used when he took over as CEO of Meetup, the world's leading platform for making connections and finding your community. Let David's success during one of the most tumultuous times in his company's history help guide you on your own path. Decide and Conquer helps all leaders navigate the big

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decisions that will impact their future and make their organizations a success. David outlines the 44 challenges leaders face when starting a new position, then shows you the decision framework he applied to overcome challenges in his own role. David takes you on an epic journey of corporate and personal survival that includes industry titans like Adam Neumann, Barry Diller, Jack Welch, Bill Ackman, and other leaders. In *Decide and Conquer*, you will learn to: Apply principles like open communication, transparency, and kindness to inform great decision making. Set yourself up to succeed, even before you start, by removing potential roadblocks before they become a problem. Be a bold and decisive leader

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and not succumb to fear. By applying the principles he had learned in previous leadership positions, David was able to make the many critical decisions that would mean life or death for Meetup when WeWork decided to sell the company. From deciding to accept the position and negotiating terms to managing a seemingly endless series of crises during the sale and global pandemic, *Decide and Conquer* walks readers through the key decisions they will face with invaluable advice for each one.

"Based on extensive interviews with today's . . . corporate leaders, this look at how the best CEOs do their jobs focuses on the mindsets and actions that foster

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an environment of excellence"--

In brief vignettes, historian Axelrod pinpoints and investigates the make-or-break event in the lives and careers of some of history's most significant figures. Axelrod reexamines history by answering the fascinating question of why the people who made history made their choices--and conveys the resonance of those choices today. The 46 profiles range from ancient times to the present day and include Cleopatra's decision to rescue Egypt; Washington's decision to cross the Delaware and win; Gandhi's decision to prevail against the British Empire without bloodshed; Truman's decision to drop the A-bomb and end WW II; Rosa Parks' decision to sit in for



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civil rights; Boris Yeltsin's decision to embrace a new world order; and Flight 93's decision to take a stand against terror.--From publisher description.

44 Decisions that will Make or Break All Leaders

5 Steps to Breakthrough Performance in Your Organization

Decide & Deliver

The Six Mindsets That Distinguish the Best Leaders from the Rest

Today Matters

Solving the Riddle of Right and Wrong

Great People Decisions, why They Matter So Much, why They are So Hard, and how You Can Master Them

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## Invisible Influence

*Many organizations don't know how to make and execute good decisions. In this book, the authors draw on Bain & Company's extensive research and experience to present a five-step process for improving your company's decision abilities.--[book jacket]*

*The phrase "work smarter, not harder" has been repeatedly ridiculed in the Dilbert comic strip and elsewhere, not because it is a bad idea, but because*

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*it is thrown like a brick lifesaver to drowning employees. To tell someone to work smarter is like telling someone to be happier, healthier, and richer. It's not much help to merely repeat the objective; what people need is a plan for achieving the objective. In Making Great Decisions, we show our readers how to achieve their objectives. We write to help those in business and those in the business of life--i.e., everyone--to work smarter. Our ideas*

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are both simple and powerful. We offer a better way to look at problems so that the solutions are easier to find. We help supplement our readers' clear thinking by summarizing some of the most powerful techniques we have discovered. Have you ever driven through corn country? From a distance, all you see are corn stalks and more corn stalks in a jumbled mess. Then suddenly, when you get closer, your perspective changes, and you can see

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*down the rows and realize that the corn was planted perfectly in straight lines. Your perception of the crop changes from a messy jumble to a clear picture simply because you're in the right spot. This book puts readers in that ideal spot. So many problems seem like hopeless jumbles but then, when you start using the techniques we discuss here, they start to look as straightforward as the straightest line in an Iowa cornfield. What motivated us*

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*to write this book is that, over the years, both of us have regularly come across people in organizations--often bright people with MBAs or other graduate degrees--who don't think they have time, energy, or skills to make good decisions. They have many clues but don't know how to put them together. They regularly face situations that they could analyze with some of the tools they learned in their courses, but they don't realize that.*

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*We don't hold ourselves apart from this group, and stories of our successes and failures are sprinkled throughout Making Great Decisions in Business and Life.*

*Learn why bad decisions happen to good managers—and how to make better ones. If you read nothing else on decision making, read these 10 articles. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to*

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*help you and your organization make better choices and avoid common traps. Leading experts such as Ram Charan, Michael Mankins, and Thomas Davenport provide the insights and advice you need to: Make bold decisions that challenge the status quo Support your decisions with diverse data Evaluate risks and benefits with equal rigor Check for faulty cause-and-effect reasoning Test your decisions with experiments Foster and address*



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*constructive criticism Defeat  
indecisiveness with clear  
accountability*

*Great People Decisions is an essential  
strategy guide for managers, executives  
and HR professional. This is the first  
book that looks at hiring and promoting  
great people from a business  
perspective. Great People Decisions is  
about how finding the right person is  
critical to the long term success of  
any business. The right people make the*

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*right decisions and these are the kind of people who create success. Great People Decisions will convey Fernandez-Araoz's insights about finding and hiring great people such as:*

- *The importance of shedding all emotional biases when conducting an interview.*
- *The information requirements that drive the search are far more important than the specific assessment techniques that are used.*
- *The specific people involved in the appointment are also more*

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*important than the assessment techniques.· In most cases, people who have the power to make power-related decisions don t have the knowledge - and people who have the knowledge don t have the power.· The broader the search, on average, the better the candidate.*

*Researchers studying decision making have traditionally studied the phenomenon in the laboratory, with hypothetical decisions that may or may*

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*not involve the decision maker's values, passions, or areas of expertise. The assumption is that the findings of these well-controlled laboratory studies will shed light on the important decisions people make in their everyday lives. This book examines that assumption. The volume begins by covering four basic phases of decision making: setting or clarifying goals, gathering information, structuring the decision, and making a*

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*final choice. Comprehensive reviews of existing literature on each of these topics is provided. Next, the author examines differences in decision making as a function of several factors not typically discussed in the literature: the type of decision being made (e.g., legal, medical, moral) and the existence of individual differences in the decision maker (developmental differences, individual differences in style or temperament, differences as a*

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*function of expertise). The author then examines the topic of group decision making, contrasting it with individual decision making. The volume concludes with some observations and suggestions for improving peoples' everyday decision making. This book is intended for use as a core textbook or supplement for courses in psychology, education, or allied disciplines. It will also be an invaluable resource for people who work with people making*

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*decisions in various applied settings,  
such as schools, universities, and  
health care centers.*

*Seven Decisions that Determine Personal  
Success*

*Making Wise Decisions in the Midst of  
Endless Demands*

*A Novel*

*Blunder*

*How to Make Better Choices in Life and  
Work*

*Why Good Leaders Make Bad Decisions and*

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*How to Keep it From Happening to You  
Why They Matter So Much, Why They are  
So Hard, and How You Can Master Them  
Why Smart People Make Bad Decisions*

*Praise for Great People Decisions "Fernandez-Araoz has captured the essence of building great teams with a masterful and entirely practical study of what goes into getting people selection right." --JACK WELCH "Fernandez-Araoz does a great service with this wonderful book, teaching us how to accomplish the first task of any exceptional leader: get the right people on the bus, and into the right seats. His enduring passion, deep practical experience, and analytical methods*



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*make his approach refreshing and powerful." --JIM COLLINS, bestselling author of Good to Great "No matter your business or product, your service or strategy, it's all done with people. Great results only come when great people fill the right roles. In Great People Decisions, Fernandez-Araoz clears away the fog of myth and fad that has long clouded people decisions, bringing passion, sound experience, and wisdom to these all-important questions." --DANIEL GOLEMAN, bestselling author of Emotional Intelligence and Social Intelligence "Great People Decisions is a groundbreaking, myth-busting, and standard-setting work. To prepare yourself for the dramatic workforce changes that are expected in the next decade, the first thing you should do is*

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*read this book. The second thing you should do is put Fernandez-Araoz's advice into practice immediately." --JIM KOUZES, bestselling coauthor of The Leadership Challenge and A Leader's Legacy "Too many people say 'people are our most important assets' but then don't act on it. In this important and eloquent book, Fernandez-Araoz provides compelling evidence for why making great people decisions is essential for anyone who aspires to become a great leader or build a great company. If you follow the sage advice he offers in this book, you are sure to make great people decisions." --NITIN NOHRIA, Senior Associate Dean of Faculty Development, Harvard Business School, and coauthor of Paths to Power and In Their Time*

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*From the Nobel Prize-winning author of **Thinking, Fast and Slow** and the coauthor of **Nudge**, a revolutionary exploration of why people make bad judgments and how to make better ones—"a tour de force" (New York Times). Imagine that two doctors in the same city give different diagnoses to identical patients—or that two judges in the same courthouse give markedly different sentences to people who have committed the same crime. Suppose that different interviewers at the same firm make different decisions about indistinguishable job applicants—or that when a company is handling customer complaints, the resolution depends on who happens to answer the phone. Now imagine that the same doctor, the same judge, the same interviewer, or the same customer service agent*

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*makes different decisions depending on whether it is morning or afternoon, or Monday rather than Wednesday. These are examples of noise: variability in judgments that should be identical. In Noise, Daniel Kahneman, Olivier Sibony, and Cass R. Sunstein show the detrimental effects of noise in many fields, including medicine, law, economic forecasting, forensic science, bail, child protection, strategy, performance reviews, and personnel selection. Wherever there is judgment, there is noise. Yet, most of the time, individuals and organizations alike are unaware of it. They neglect noise. With a few simple remedies, people can reduce both noise and bias, and so make far better decisions. Packed with original ideas, and offering the same kinds of research-based insights*

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*that made Thinking, Fast and Slow and Nudge groundbreaking New York Times bestsellers, Noise explains how and why humans are so susceptible to noise in judgment—and what we can do about it.*

*For anyone whose best-laid plans have been foiled by faulty thinking, Blunder reveals how understanding seven simple traps—Exposure Anxiety, Causefusion, Flat View, Cure-Allism, Infomania, Mirror Imaging, Static Cling—can make us all less apt to err in our daily lives.*

*America's most inspiring politician pays tribute to men and woman who have exhibited composure, wisdom and intellect in the face of tough decisions. John McCain draws from experiences of both extraordinary people and people in*

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*extraordinary circumstances, culling lessons about the process and nature of judicious and effective decision-making.*

*Acclaimed authors John McCain and Mark Salter describe the anatomy of great decisions in history by telling the remarkable stories of men and women who have exemplified composure, wisdom, and intellect in the face of life's toughest decisions. They identify six qualities typically represented in the best decisions: Awareness. Timing. Foresight. Confidence. Humility. Inspiration. These qualities are personified by the exceptional individuals in this book, each of whom made a hard call, including: Henry Ford's decision to sacrifice his company's competitive edge by reducing the work day and guaranteeing a minimum wage; Branch Rickey's decision to*

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*offer Jackie Robinson a contract to play for the Brooklyn Dodgers in the face of public opposition; Ellen Johnson-Sirleaf 's decision to return to wartorn Liberia after receiving an economics degree from Harvard; General Fred Weyand's decision to redeploy fifteen of his battalions despite resistance from senior American military commanders in Vietnam. Woven into these stories are John McCain's own views on the process and art of decision-making and examples of the hard calls we face in our lives. "When I assess a decision," McCain writes, "I want to know all I can about the character of the decision maker before I examine the properties of the decision, its outcome or how it was arrived at." Hard Call is a testament to the people whose choices serve*

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*as a beacon for us all.*

*Most of us look at our days in the wrong way: We exaggerate yesterday. We overestimate tomorrow. We underestimate today. The truth is that the most important day you will ever experience is today. Today is the key to your success. Maxwell offers 12 decisions and disciplines-he calls it his daily dozen-that can be learned and mastered by any person to achieve success.*

*Why Choose this Book?*

*How We Make the Decisions That Matter the Most  
Amazing Decisions*

*The Best Yes*

*Six Steps to Making Good People Decisions*



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## *Thinking in Bets*

## *Thinking, Fast and Slow*

## *Profiles in Audacity*

The four principles that can help us to overcome our brains' natural biases to make better, more informed decisions--in our lives, careers, families and organizations. In *Decisive*, Chip Heath and Dan Heath, the bestselling authors of *Made to Stick* and *Switch*, tackle the thorny problem of how to overcome our natural biases and irrational thinking to make better decisions, about our work, lives, companies and careers. When it comes to decision making, our brains are flawed instruments. But given that we are biologically hard-wired

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to act foolishly and behave irrationally at times, how can we do better? A number of recent bestsellers have identified how irrational our decision making can be. But being aware of a bias doesn't correct it, just as knowing that you are nearsighted doesn't help you to see better. In *Decisive*, the Heath brothers, drawing on extensive studies, stories and research, offer specific, practical tools that can help us to think more clearly about our options, and get out of our heads, to improve our decision making, at work and at home.

\*Coming Soon the Continuation of David Ponder's Story in *The Traveler's Summit*\* What makes the difference between failure and success? A New York Times, Wall

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Street Journal, USA Today, and Publisher's Weekly bestseller, *The Traveler's Gift* offered a modern-day parable of one man's choices. Only a few months ago, David Ponder was a successful executive. Now he's a desperate man. In times of great uncertainty, we need divine wisdom. Many of the greatest minds in history overcame personal struggles and adversity, and they emerged the stronger for it. What guidance would iconic heroes, such as Abraham Lincoln, King Solomon, and Anne Frank, give us today in our ever-changing climate of world events? Join David Ponder in *The Traveler's Summit* on his incredible journey to discover the Seven Decisions for Success that can turn any life around, no

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matter how hopeless a situation may seem. The Traveler's Gift became required reading for some of America's high schools and a "life skills" tool for members of several college sports teams as well as some MLB and NFL franchises. Discover with David Ponder that attitude makes the difference between success and failure.

Major New York Times bestseller Winner of the National Academy of Sciences Best Book Award in 2012 Selected by the New York Times Book Review as one of the ten best books of 2011 A Globe and Mail Best Books of the Year 2011 Title One of The Economist's 2011 Books of the Year One of The Wall Street Journal's Best

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Nonfiction Books of the Year 2011 2013 Presidential Medal of Freedom Recipient Kahneman's work with Amos Tversky is the subject of Michael Lewis's *The Undoing Project: A Friendship That Changed Our Minds*. In the international bestseller, *Thinking, Fast and Slow*, Daniel Kahneman, the renowned psychologist and winner of the Nobel Prize in Economics, takes us on a groundbreaking tour of the mind and explains the two systems that drive the way we think. System 1 is fast, intuitive, and emotional; System 2 is slower, more deliberative, and more logical. The impact of overconfidence on corporate strategies, the difficulties of predicting what will make us happy in the future, the

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profound effect of cognitive biases on everything from playing the stock market to planning our next vacation—each of these can be understood only by knowing how the two systems shape our judgments and decisions. Engaging the reader in a lively conversation about how we think, Kahneman reveals where we can and cannot trust our intuitions and how we can tap into the benefits of slow thinking. He offers practical and enlightening insights into how choices are made in both our business and our personal lives—and how we can use different techniques to guard against the mental glitches that often get us into trouble. Winner of the National Academy of Sciences Best Book Award and the

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Los Angeles Times Book Prize and selected by The New York Times Book Review as one of the ten best books of 2011, *Thinking, Fast and Slow* is destined to be a classic.

Whether we're buying a pair of jeans, ordering a cup of coffee, selecting a long-distance carrier, applying to college, choosing a doctor, or setting up a 401(k), everyday decisions—both big and small—have become increasingly complex due to the overwhelming abundance of choice with which we are presented. As Americans, we assume that more choice means better options and greater satisfaction. But beware of excessive choice: choice overload can make you question the

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decisions you make before you even make them, it can set you up for unrealistically high expectations, and it can make you blame yourself for any and all failures. In the long run, this can lead to decision-making paralysis, anxiety, and perpetual stress. And, in a culture that tells us that there is no excuse for falling short of perfection when your options are limitless, too much choice can lead to clinical depression. In *The Paradox of Choice*, Barry Schwartz explains at what point choice—the hallmark of individual freedom and self-determination that we so cherish—becomes detrimental to our psychological and emotional well-being. In accessible, engaging, and anecdotal prose, Schwartz shows how the



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dramatic explosion in choice—from the mundane to the profound challenges of balancing career, family, and individual needs—has paradoxically become a problem instead of a solution. Schwartz also shows how our obsession with choice encourages us to seek that which makes us feel worse. By synthesizing current research in the social sciences, Schwartz makes the counter intuitive case that eliminating choices can greatly reduce the stress, anxiety, and busyness of our lives. He offers eleven practical steps on how to limit choices to a manageable number, have the discipline to focus on those that are important and ignore the rest, and ultimately derive greater satisfaction from the choices

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you have to make.

The #1 New York Times bestselling WORLDWIDE phenomenon Winner of the Goodreads Choice Award for Fiction | A Good Morning America Book Club Pick | Independent (London) Ten Best Books of the Year "A feel-good book guaranteed to lift your spirits."—The Washington Post The dazzling reader-favorite about the choices that go into a life well lived, from the acclaimed author of How To Stop Time and The Comfort Book. Somewhere out beyond the edge of the universe there is a library that contains an infinite number of books, each one the story of another reality. One tells the story of your life as it is, along with another book for the other life

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you could have lived if you had made a different choice at any point in your life. While we all wonder how our lives might have been, what if you had the chance to go to the library and see for yourself? Would any of these other lives truly be better? In *The Midnight Library*, Matt Haig's enchanting blockbuster novel, Nora Seed finds herself faced with this decision. Faced with the possibility of changing her life for a new one, following a different career, undoing old breakups, realizing her dreams of becoming a glaciologist; she must search within herself as she travels through the Midnight Library to decide what is truly fulfilling in life, and what makes it worth living in the first place.

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The Traveler's Gift

What Makes an Effective Executive (Harvard Business Review Classics)

Great Decisions and the Extraordinary People Who Made Them

History's Greatest Decisions

Sources of Power

Noise

HBR's 10 Must Reads on Making Smart Decisions (with featured article "Before You Make That Big Decision..." by Daniel Kahneman, Dan Lovallo, and Olivier Sibony)

A Guide for Teens: Updated for the Digital Age

Dan Ariely, the New York Times bestselling author

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of Predictably Irrational, and illustrator Matt R. Trower present a playful graphic novel guide to better decision-making, based on the author ' s groundbreaking research in behavioral economics, neuroscience, and psychology. The internationally renowned author Dan Ariely is known for his incisive investigations into the messy business of decision-making. Now, in Amazing Decisions, his unique perspective—informed by behavioral economics, neuroscience, and psychology—comes alive in the graphic form. The illustrator Matt R. Trower ' s playful and expressive artwork captures

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the lessons of Ariely ' s groundbreaking research as they explore the essential question: How can we make better decisions? Amazing Decisions follows the narrator, Adam, as he faces the daily barrage of choices and deliberations. He juggles two overlapping—and often contradictory—sets of norms: social norms and market norms. These norms inform our thinking in ways we often don ' t notice, just as Adam is shadowed by the “ market fairy ” and the “ social fairy, ” each compelling him to act in certain ways. Good decision-making, Ariely argues, requires us to identify and evaluate

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the forces at play under different circumstances, leading to an optimal outcome. *Amazing Decisions* is a fascinating and entertaining guide to developing skills that will prove invaluable in personal and professional life.

In his sixty-five-year consulting career, Peter F. Drucker, widely regarded as the father of modern management, identified eight practices that can make any executive effective. Leadership is not about charisma or extroversion. It ' s about these practices: Effective executives ask, “ What needs to be done? ” They also ask, “ What is right for the

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enterprise? ” They develop action plans. They take responsibility for decisions. They take responsibility for communicating. They focus on opportunities rather than problems. They run productive meetings. And they think and say “ we ” rather than “ I. ” Since 1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice. The Harvard Business Review Classics series now offers you the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to



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shape best practices and inspire countless managers around the world.

#1 New York Times Bestseller “ THIS. This is the right book for right now. Yes, learning requires focus. But, unlearning and relearning requires much more—it requires choosing courage over comfort. In Think Again, Adam Grant weaves together research and storytelling to help us build the intellectual and emotional muscle we need to stay curious enough about the world to actually change it. I ’ ve never felt so hopeful about what I don ’ t know. ” —Brené Brown, Ph.D., #1 New York Times bestselling author

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of Dare to Lead The bestselling author of Give and Take and Originals examines the critical art of rethinking: learning to question your opinions and open other people's minds, which can position you for excellence at work and wisdom in life

Intelligence is usually seen as the ability to think and learn, but in a rapidly changing world, there's another set of cognitive skills that might matter more: the ability to rethink and unlearn. In our daily lives, too many of us favor the comfort of conviction over the discomfort of doubt. We listen to opinions that make us feel good, instead of ideas that make

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us think hard. We see disagreement as a threat to our egos, rather than an opportunity to learn. We surround ourselves with people who agree with our conclusions, when we should be gravitating toward those who challenge our thought process. The result is that our beliefs get brittle long before our bones. We think too much like preachers defending our sacred beliefs, prosecutors proving the other side wrong, and politicians campaigning for approval--and too little like scientists searching for truth. Intelligence is no cure, and it can even be a curse: being good at thinking can make us worse at

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rethinking. The brighter we are, the blinder to our own limitations we can become. Organizational psychologist Adam Grant is an expert on opening other people's minds--and our own. As Wharton's top-rated professor and the bestselling author of *Originals* and *Give and Take*, he makes it one of his guiding principles to argue like he's right but listen like he's wrong. With bold ideas and rigorous evidence, he investigates how we can embrace the joy of being wrong, bring nuance to charged conversations, and build schools, workplaces, and communities of lifelong learners. You'll learn how

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an international debate champion wins arguments, a Black musician persuades white supremacists to abandon hate, a vaccine whisperer convinces concerned parents to immunize their children, and Adam has coaxed Yankees fans to root for the Red Sox. Think Again reveals that we don't have to believe everything we think or internalize everything we feel. It's an invitation to let go of views that are no longer serving us well and prize mental flexibility over foolish consistency. If knowledge is power, knowing what we don't know is wisdom.

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Wall Street Journal bestseller! Poker champion turned business consultant Annie Duke teaches you how to get comfortable with uncertainty and make better decisions as a result. In Super Bowl XLIX, Seahawks coach Pete Carroll made one of the most controversial calls in football history: With 26 seconds remaining, and trailing by four at the Patriots' one-yard line, he called for a pass instead of a hand off to his star running back. The pass was intercepted and the Seahawks lost. Critics called it the dumbest play in history. But was the call really that bad? Or did Carroll actually make a great move

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that was ruined by bad luck? Even the best decision doesn't yield the best outcome every time. There's always an element of luck that you can't control, and there is always information that is hidden from view. So the key to long-term success (and avoiding worrying yourself to death) is to think in bets: How sure am I? What are the possible ways things could turn out? What decision has the highest odds of success? Did I land in the unlucky 10% on the strategy that works 90% of the time? Or is my success attributable to dumb luck rather than great decision making? Annie Duke, a former World

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Series of Poker champion turned business consultant, draws on examples from business, sports, politics, and (of course) poker to share tools anyone can use to embrace uncertainty and make better decisions. For most people, it's difficult to say "I'm not sure" in a world that values and, even, rewards the appearance of certainty. But professional poker players are comfortable with the fact that great decisions don't always lead to great outcomes and bad decisions don't always lead to bad outcomes. By shifting your thinking from a need for certainty to a goal of accurately assessing what



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you know and what you don't, you'll be less vulnerable to reactive emotions, knee-jerk biases, and destructive habits in your decision making. You'll become more confident, calm, compassionate and successful in the long run.

The hardest choices are also the most consequential. So why do we know so little about how to get them right? Big, life-altering decisions matter so much more than the decisions we make every day, and they're also the most difficult: where to live, whom to marry, what to believe, whether to start a company, how to end a war. There's no one-

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size-fits-all approach for addressing these kinds of conundrums. Steven Johnson's classic *Where Good Ideas Come From* inspired creative people all over the world with new ways of thinking about innovation. In *Farsighted*, he uncovers powerful tools for honing the important skill of complex decision-making. While you can't model a once-in-a-lifetime choice, you can model the deliberative tactics of expert decision-makers. These experts aren't just the master strategists running major companies or negotiating high-level diplomacy. They're the novelists who draw out the complexity

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of their characters' inner lives, the city officials who secure long-term water supplies, and the scientists who reckon with future challenges most of us haven't even imagined. The smartest decision-makers don't go with their guts. Their success relies on having a future-oriented approach and the ability to consider all their options in a creative, productive way. Through compelling stories that reveal surprising insights, Johnson explains how we can most effectively approach the choices that can chart the course of a life, an organization, or a civilization. Farsighted will help you imagine your possible

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futures and appreciate the subtle intelligence of the choices that shaped our broader social history.

Farsighted

How to Make Good Decisions and Be Right All the Time

Start with Why

How We Make Decisions

Making Smarter Decisions When You Don't Have All the Facts

Great Decisions and how They Were Made

Why More Is Less, Revised Edition

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Great People Decisions Why They Matter So Much, Why They are So Hard, and How You Can Master Them John Wiley & Sons

Should I buy dark chocolate or milk chocolate? Which college should I attend? Should I be married or single? We face thousands of decisions, big and small, every day. But have you ever felt like you are too busy "discerning" to actually decide? True decision-making is more than just thinking about something . . . decisions involve taking action. YouTube star, Fr. Mike Schmitz, gives you the tools to decide what to do with your life today, tomorrow, and in the future with clarity and confidence. In this little book you will learn to: know when God is speaking, how to recognize the "signs," and make wise decisions for your life. Fate is when you're fixed; you don't have a choice. Destiny is your destination . . . Know your destiny.

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The inspirational bestseller that ignited a movement and asked us to find our WHY Discover the book that is captivating millions on TikTok and that served as the basis for one of the most popular TED Talks of all time—with more than 56 million views and counting. Over a decade ago, Simon Sinek started a movement that inspired millions to demand purpose at work, to ask what was the WHY of their organization. Since then, millions have been touched by the power of his ideas, and these ideas remain as relevant and timely as ever. **START WITH WHY** asks (and answers) the questions: why are some people and organizations more innovative, more influential, and more profitable than others? Why do some command greater loyalty from customers and employees alike? Even among the successful, why are so few able to repeat their success over and over? People like Martin Luther King Jr., Steve

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Jobs, and the Wright Brothers had little in common, but they all started with WHY. They realized that people won't truly buy into a product, service, movement, or idea until they understand the WHY behind it. START WITH WHY shows that the leaders who have had the greatest influence in the world all think, act and communicate the same way—and it's the opposite of what everyone else does. Sinek calls this powerful idea The Golden Circle, and it provides a framework upon which organizations can be built, movements can be led, and people can be inspired. And it all starts with WHY.

A compelling guide to ethical thinking for everyday life In How to Make Good Decisions and Be Right All the Time Iain King presents an introduction to moral philosophy from the ancient Greeks to the Enlightenment and beyond. He argues that right and

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wrong need a Newtonian revolution so that they are no longer a matter of judgment or guesswork and presents a system of simple formulas for solving difficult moral quandaries. Clearly argued, the book combines new ideas with old and rips apart traditional tenets of morality, dismantling even the golden rule that you should "do unto others as you would have done unto you." In their place, the author constructs a new, comprehensive system of ethics, identifying the basic DNA of right and wrong and offering clear advice on how to be good in today's complicated and challenging world. Sometimes controversial and thoroughly engaging throughout, *How to Make Good Decisions and Be Right All the Time* is required reading for anyone with a difficult decision to make.

Business revolves around making decisions, often risky decisions,



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usually with incomplete information and too often in less time than we need. Executives at every level, in every industry, are confronted with information overload, less leeway for mistakes, and a business environment that changes rapidly. In light of this increased pressure and volatility, the old-fashioned ways of making decisions—depending on intuition, common sense, and specialized expertise—are simply no longer sufficient. Distilling over thirty years of groundbreaking research, *Winning Decisions*, written by two seasoned business advisers and world leaders in behavioral decision studies, is a comprehensive, one-of-a-kind guide to the proven methods of making critical business decisions confidently, quickly—and correctly. Decision-making is a business skill which managers often take for granted in themselves and others—but it's not as easy as some might think. The authors, whose expertise has

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been sought out by over a hundred companies, including Arthur Andersen, Hewlett-Packard, IBM, and Unilever, contend that decision-making, like any other skill, must be developed and honed if it is to be used effectively. *Winning Decisions* offers step-by-step analyses of how people typically make decisions, and provides invaluable advice on how to improve your chances of getting your next big decision right the first time. The book is packed with worksheets, tools, questionnaires, case studies, and anecdotes analyzing major decisions made by organizations like British Airways, NASA, Shell Oil, and Pepsi. Some of the proven, straightforward techniques covered in *Winning Decisions* include how to: Reframe issues to ensure that the real problem is being addressed Improve the quality and quantity of your options Convert expert yet conflicting opinions into useful insights Make diversity

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of views and conflict work to your advantage Foster efficient and effective group decision-making Learn from past decisions--your own and those of others With Winning Decisions, managers and other professionals now have access to a proven set of skills and strategies they need for making the right decision, right away.

12 Daily Practices to Guarantee Tomorrow's Success

The Powerful Questions That Will Help You Decide, Create, Connect, and Lead

Better Decisions, Fewer Regrets

The Power of Knowing What You Don't Know

How People Make Decisions

Decisive

CEO Excellence

The Great Mental Models: General Thinking Concepts

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*Explores the subtle, secret influences that affect the decisions we make--from what we buy, to the careers we choose, to what we eat.*

*The old saying goes, "To the man with a hammer, everything looks like a nail." But anyone who has done any kind of project knows a hammer often isn't enough. The more tools you have at your disposal, the more likely you'll use the right tool for the job - and get it done right. The same is true when it comes to your thinking. The quality of your outcomes depends on the mental models in your head. And most people are going through life with little more than a hammer. Until now. The Great Mental Models: General Thinking Concepts is the first book in*

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*The Great Mental Models series designed to upgrade your thinking with the best, most useful and powerful tools so you always have the right one on hand. This volume details nine of the most versatile, all-purpose mental models you can use right away to improve your decision making, productivity, and how clearly you see the world. You will discover what forces govern the universe and how to focus your efforts so you can harness them to your advantage, rather than fight with them or worse yet- ignore them. Upgrade your mental toolbox and get the first volume today. AUTHOR BIOGRAPHY Farnam Street (FS) is one of the world's fastest growing websites, dedicated to helping our*

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*readers master the best of what other people have already figured out. We curate, examine and explore the timeless ideas and mental models that history's brightest minds have used to live lives of purpose. Our readers include students, teachers, CEOs, coaches, athletes, artists, leaders, followers, politicians and more. They're not defined by gender, age, income, or politics but rather by a shared passion for avoiding problems, making better decisions, and lifelong learning. AUTHOR HOME  
Ottawa, Ontario, Canada*

*From the bestselling author of A More Beautiful Question, hundreds of big and small questions that harness the magic of inquiry to tackle challenges we all*

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*face--at work, in our relationships, and beyond. When confronted with almost any demanding situation, the act of questioning can help guide us to smart decisions. By asking questions, we can analyze, learn, and move forward in the face of uncertainty. But "questionologist" Warren Berger says that the questions must be the right ones; the ones that cut to the heart of complexity or enable us to see an old problem in a fresh way. In The Book of Beautiful Questions, Berger shares illuminating stories and compelling research on the power of inquiry. Drawn from the insights and expertise of psychologists, innovators, effective leaders, and some of the world's foremost creative thinkers, he presents the essential*

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*questions readers need to make the best choices when it truly counts, with a particular focus in four key areas: decision-making, creativity, leadership, and relationships. The powerful questions in this book can help you: - Identify opportunities in your career or industry - Generate fresh ideas in business or in your own creative pursuits - Check your biases so you can make better judgments and decisions - Do a better job of communicating and connecting with the people around you Thoughtful, provocative, and actionable, these beautiful questions can be applied immediately to bring about change in your work or your everyday life. Why do smart and experienced leaders make flawed,*



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*even catastrophic, decisions? Why do people keep believing they have made the right choice, even with the disastrous result staring them in the face? And how can you be sure you're making the right decision--without the benefit of hindsight? Sydney Finkelstein, Jo Whitehead, and Andrew Campbell show how the usually beneficial processes of the human mind can become traps when we face big decisions. The authors show how the shortcuts our brains have learned to take over millennia of evolution can derail our decision making. Think Again offers a powerful model for making better decisions, describing the key red flags to watch for and detailing the decision-making safeguards we need. Using examples*

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*from business, politics, and history, Think Again deconstructs bad decisions, as they unfolded in real time, to show how you can avoid the same fate. A collection of 100 one-page tips for making thoughtful, equitable, lasting group decisions for our communities, organizations, governments, families, and our planet. Each tip is a provocative meditation and the book as a whole is a complete toolkit. The book is based on Caroline Estes' simple premise that "We each have a piece of the truth and we make our best decisions when we put all our pieces together." Freshley is a Quaker and while this book is not spiritually rooted, much of it is inspired by the Quaker idea of consensus. -- Publisher's*

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*description.*

*Making Decisions That Matter*

*The Hidden Forces that Shape Behavior*

*Winning Decisions*

*A Flaw in Human Judgment*

*How Great Leaders Inspire Everyone to Take Action*

*The Illustrated Guide to Improving Business Deals and Family Meals*

*The Midnight Library*

*How to Decide*

**History's Greatest Decisions identifies and profiles the many important and**

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**difficult decisions leaders have made through history which shaped the world as we know it today. One of the defining features of being human is our capacity for complex problem solving. Most of the time we deal with mundane concerns, like what to have for breakfast or which pair of shoes to wear, but occasionally people face decisions about rather weightier matters. History's Greatest Decisions is concerned with this second category, those important and difficult**

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**decisions which only a very few people get to make and which can impact on the lives of millions of others and have the potential to change the world. From our unknown ancestors who made the first stone tools, to those people in Northern Ireland who managed to put aside their differences in order to create a better future for their children; from the most powerful man in the world deciding not to start a nuclear war, to a woman on a bus standing up for her rights refusing**

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**to move seats. History's Greatest Decisions looks at well-known and not-so-well-known examples of people who made the crucial decisions and got them right.**

**Through a blend of compelling exercises, illustrations, and stories, the bestselling author of Thinking in Bets will train you to combat your own biases, address your weaknesses, and help you become a better and more confident decision-maker. What do you do when you're**

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**faced with a big decision? If you're like most people, you probably make a pro and con list, spend a lot of time obsessing about decisions that didn't work out, get caught in analysis paralysis, endlessly seek other people's opinions to find just that little bit of extra information that might make you sure, and finally go with your gut. What if there was a better way to make quality decisions so you can think clearly, feel more confident, second-guess yourself**

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**less, and ultimately be more decisive and be more productive? Making good decisions doesn't have to be a series of endless guesswork. Rather, it's a teachable skill that anyone can sharpen. In How to Decide, bestselling author Annie Duke and former professional poker player lays out a series of tools anyone can use to make better decisions. You'll learn:**

- To identify and dismantle hidden biases.
- To extract the highest quality feedback from those



**whose advice you seek. • To more accurately identify the influence of luck in the outcome of your decisions. • When to decide fast, when to decide slow, and when to decide in advance. • To make decisions that more effectively help you to realize your goals and live your values. Through interactive exercises and engaging thought experiments, this book helps you analyze key decisions you've made in the past and troubleshoot those you're making in the**

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**future. Whether you're picking investments, evaluating a job offer, or trying to figure out your romantic life, How to Decide is the key to happier outcomes and fewer regrets.**

**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**

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**artificial tasks assigned in laboratory settings, view people as biased and unskilled. Gary Klein is one of the developers of the naturalistic decision making approach, which views people as inherently skilled and experienced. It documents human strengths and capabilities that so far have been downplayed or ignored. Since 1985, Klein has conducted fieldwork to find out how people tackle challenges in difficult, nonroutine situations. Sources of Power**

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**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**

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**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.**

**To the list of writers connecting mainstream readers and cutting-edge science ;Malcolm Gladwell, Steven Johnson, James Surowiecki ;add Read**

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**Montague, with this exploration of what exactly determines the choices we make. With a new perspective on the science of decision-making from the researcher at the center of the computational neuroscience revolution, Why Choose This Book? shows what the latest brain science reveals about the crucial events of everyday experience ;the choices we make. From how we decide what we consume to what kind of art we like, and even the romantic, ethical, and financial**

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**choices we make, Read Montague guides the reader through a new approach to the mind with an accessible style that is both entertaining and illuminating. In taking apart the mind's decision-making machinery, Montague first illustrates how our brains are like computers that are slow, small, fuzzy, and cheap ;and began with goals like food, water, and sex. Second, he reveals how simple goals like these then turn into ideas like beauty, love, and terror with a life of**

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**their own. Finally, he explains how a value system in our heads controls those ideas so we can make good decisions ;and how that physical system can break down leading to bad decisions, addictions, mental illness, and even large economic disasters.**

**From the author of the wildly popular bestseller The 7 Habits of Highly Effective Teens comes the go-to guide that helps teens cope with major challenges they face in their lives—now**



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**updated for today's social media age. In this newly revised edition, Sean Covey helps teens figure out how to approach the six major challenges they face: gaining self-esteem, dealing with their parents, making friends, being wise about sex, coping with substances, and succeeding at school and planning a career. Covey understands the pain and confusion that teens and their parents experience in the face of these weighty, life-changing, and common difficulties.**

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**He shows readers how to use the 7 Habits to cope with, manage, and ultimately conquer each challenge—and become happier and more productive. Now updated for the digital and social media age, Covey covers how technology affects these six decisions, keeping the information and advice relevant to today's teenagers.**

**Hard Call**

**Making Great Decisions in Business and Life**

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**Simple Tools for Making Better Choices**

**How to Make Great Decisions**

**Hiring Excellence**

**Decide and Conquer**

**The Book of Beautiful Questions**

**The Wisdom of Group Decisions**

Are you living with the stress of an overwhelmed schedule and aching with the sadness of an underwhelmed soul?

Lysa TerKeurst is learning that there is a big difference between saying yes to everyone and saying yes to God. In *The Best Yes* she will help you: Cure the disease to please with a biblical understanding of the command to love.

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Escape the guilt of disappointing others by learning the secret of the small no. Overcome the agony of hard choices by embracing a wisdom based decision-making process. Rise above the rush of endless demands and discover your best yes today.

And the People Who Made Them

Think Again

5 Questions to Help You Determine Your Next Move

Great People Decisions

Getting It Right the First Time

The Paradox of Choice

The 6 Most Important Decisions You'll Ever Make

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How People Face Important Life Choices