

Thinking In Bets Making Smarter Decisions When You Dont Have All The Facts

A fascinating journey into the hidden psychological influences that derail our decision making, *Sway* will change the way you think about the way you think. Why is it difficult to sell a plummeting stock or end a doomed relationship? Why do we listen to advice just because it came from someone "important"? Why are we more likely to be in love when there's danger involved? In *Sway*, renowned organizational thinker Daniel Kahneman, Amos Tversky, Daniel Brafman and his brother, psychologist Rom Brafman, answer all these questions and more. Drawing on cutting-edge research from the fields of social psychology, behavioral economics, and organizational behavior, *Sway* reveals dynamic forces that influence every aspect of our personal and business lives, including loss aversion (our tendency to go to great lengths to avoid perceived losses), the diagnosis bias (our inability to reevaluate our initial diagnosis of a person or situation), and the "chameleon effect" (our tendency to take on characteristics that have been arbitrarily assigned to us). *Sway* introduces us to the Harvard Business School professor who got his students to pay \$204 for a \$20 bill, the head of airline safety whose disregard for 20 years of training led to the transformation of an entire industry, and the footba

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who turned conventional strategy on its head to lead his team to victory. We all know the curse of the NBA draft, discover why interviews are a terrible way to gauge job performance, and go inside a session with the Supreme Court to see how the world's most powerful justices avoid the dangers of group dynamics. Every once in a while, a book comes along that not only challenges our views of the world but also the way we think. In *Sway*, Ori and Rom Brafman not only uncover rational explanations for a wide variety of irrational behaviors but also point readers toward ways to avoid succumbing to their pull.

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 14 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 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

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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 Series of Poker champion turned business consultant, draws on numerous examples from business, sports, politics, and (of course) poker to share tools and strategies you 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 good 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 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. An "illuminating" book that "puts norms at the center of how we think about social change", revealing the different ways social change occurs—for readers of Freakonomics and Thinking, Fast and Slow (The New York Times) How does social change happen? When do social movements take off? Sexual harassment was once something that women had to endure; now a movement has risen up against it. Nationalist sentiments, on the other hand, were largely kept out of mainstream

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discourse; now there is no shortage of media outlets for them. In this book, with the help of behavioral economics, psychology, and other fields, Cass Sunstein casts a bright new light on how change happens. Sunstein focuses on the crucial role of norms—and on their frequent collapse. When norms lead people to silence themselves, even an unpopular status quo can persist. Then one day, someone challenges the norm—a child who exclaims that the emperor has no clothes; a woman who says “I’m not too.” Sometimes suppressed outrage is unleashed, and long-standing practices fall. Sometimes change is more gradual, as “nudges” help produce new and different decisions—apps that count calories; texted reminders of deadlines; automatic enrollment in green energy or pension plans. Sunstein explores what kinds of nudges are effective and shows why nudges sometimes give way to bans and mandates. He considers social divisions, social cascades, and “partyism,” when identification with a political party creates a strong bias against all members of an opposing party—both can both fuel and block social change.

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 help you and your organization make better choices and avoid common traps. Leading experts such as Ram Charan, Michael Mankins, and Thom

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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 benefits with equal rigor Check for faulty cause-and-effect reasoning Test your decisions with experiments Foster and address constructive criticism Defeat indecisiveness with clear accountability

Elevate Your Game, Avoid Burnout, and Thrive with the New Science of Success
How to Make Better Choices in Life and Work
Live on the Margin

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

The Net and the Butterfly

From the bestselling authors of The Go-Giver, Go-Givers Sell More, and The Go-Giver Leader comes another compelling parable about the paradox of getting ahead by placing other people's interests first. The Go-Giver Influencer is a story about two young, ambitious businesspeople: Gillian Waters, the chief buyer for Smith & Banks, a midsized company that operates a national chain of pet accessory stores; and Jackson Hill, the founder of Angels Clothed in Fur, a small but growing manufacturer of all-natural pet foods. Each has something the other wants. To Jackson, Smith & Banks represents the possibility of reaching more

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animals with his products--if he can negotiate terms and conditions that will protect his company's integrity. To Gillian, Angels Clothed in Fur could give her company a distinctive, uniquely high-quality line that will help them stand out from their competitors--if Angels Cloth in Fur can be persuaded to give them an exclusive. At first, the negotiations are adversarial and frustrating. Then, coincidentally, Gillian and Jackson each encounter a mysterious yet kindly mentor. Over the next week, while neither one realizes the other is doing the same, both Gillian and Jackson learn the heart of both mentors' philosophies: The Five Secrets of Genuine Influence. The story ends in a way that surprises everyone--and with lessons we can all apply in our efforts to resolve conflicts and influence others.

A lively and informal introduction to the role of uncertainty and probability in people's lives from an everyday perspective From television game shows and gambling techniques to weather forecasting and the financial markets, virtually every aspect of modern life involves situations which the outcomes are uncertain and of varying qualities. But as noted statistician Dennis Lindley writes in this distinctive text, "We want you to face up to uncertainty, not hide it away under false concepts, but to understand it and, moreover, to use the recent discoveries so that you can act in the face of uncertainty more sensibly than would have been possible without the skill." Accessibly written at an elementary level, this outstanding text examines uncertainty in various everyday situations and introduces readers to three rules--craftily laid out in the book--that prove uncertainty can be handled with as much confidence as ordinary logic. Combining a concept of utility with probability, the book insightfully demonstrates how uncertainty can be measured and used in everyday life, especially in decision-making and science. With a focus on understanding and using probability calculations, Understanding

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Uncertainty demystifies probability and:

- * Explains in straightforward detail the logic of uncertainty, its truths, and its falsehoods
- * Explores what has been learned in the twentieth century about uncertainty
- * Provides a logical, sensible method for acting in the face of uncertainty
- * Presents vignettes of great discoveries made in the twentieth century
- * Shows readers how to discern if another person--whether a lawyer, politician, scientist, or journalist--is talking sense, posing the right questions, or obtaining sound answers

Requiring only a basic understanding of mathematical concepts and operations, *Understanding Uncertainty* is useful as a text for all students who have probability or statistics as part of their course, even at the most introductory level.

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-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. *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 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

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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 futures and appreciate the subtle intelligence of the choices that shaped our broader social history. Unlock your mind. From the bestselling authors of Thinking, Fast and Slow; The Black Swan; and Stumbling on Happiness comes a cutting-edge exploration of the mysteries of rational thought, decision-making, intuition, morality, willpower, problem-solving, prediction, forecasting, unconscious behavior, and beyond. Edited by John Brockman, publisher of Edge.org ("The world's smartest website"—The Guardian), Thinking presents original ideas by today's leading psychologists, neuroscientists, and philosophers who are radically expanding our understanding of human thought. Contributors include: Daniel Kahneman on the power (and pitfalls) of human intuition and "unconscious" thinking Daniel Gilbert on desire, prediction and why getting what we want doesn't always make us happy Nassim Nicholas Taleb on the limitations of statistics in guiding decision-making Vilayanur Ramachandran on the scientific underpinnings of human nature Simon Baron-Cohen on the startling effects of testosterone on the brain Daniel C. Dennett on decoding the architecture of the "normal" human mind Sarah-Jayne Blakemore on mental disorders and the crucial developmental phase of adolescence Jonathan Haidt, Sam Harris, and Roy Baumeister on the science of morality, ethics, and the emerging synthesis of evolutionary and biological thinking Gerd Gigerenzer on rationality and what informs our choices

A Practical Guide to Making Better Decisions

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The Big Ratchet

A Former White Supremacist's Journey from Violent Extremism to Radical Compassion

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

How Humanity Thrives in the Face of Natural Crisis

The Power of Knowing When to Walk Away

The Cure for Hate

Have you ever wondered what the future may look like? In this book, you'll explore 10 ways technology could alter our way of life. The challenge for you is to decide which changes you want for yourself and the world. In the future, will we teleport from place to place, keep dinosaurs as pets or 3D-print our dinner? Will we live on Mars or upload our brains to computers? Could we solve climate change by making all our energy from mini stars we build here on earth? This fascinating and thought provoking book from science writer Kathryn Hulick explores the possible futures humanity will face, and how we will live as the world around us changes beyond our recognition. From genetic engineering and building floating colonies in space to developing telepathic technology and bionic body alterations, this engagingly illustrated book looks into the possible future technologies which will shape how we live and how we adapt to the challenges of the future. In this book, you'll meet the scientists working to bring science fiction to life and learn how soon we might have amazing new technology. You'll also delve deep into questions about right and wrong. Just because we can do something doesn't mean we should. How can we build the best

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possible future for everyone on Earth?

Since its first publication, Michael J. Mauboussin's popular guide to wise investing has been translated into eight languages and has been named best business book by BusinessWeek and best economics book by Strategy+Business. Now updated to reflect current research and expanded to include new chapters on investment philosophy, psychology, and strategy and science as they pertain to money management, this volume is more than ever the best chance to know more than the average investor. Offering invaluable tools to better understand the concepts of choice and risk, *More Than You Know* is a unique blend of practical advice and sound theory, sampling from a wide variety of sources and disciplines. Mauboussin builds on the ideas of visionaries, including Warren Buffett and E. O. Wilson, but also finds wisdom in a broad and deep range of fields, such as casino gambling, horse racing, psychology, and evolutionary biology. He analyzes the strategies of poker experts David Sklansky and Puggy Pearson and pinpoints parallels between mate selection in guppies and stock market booms. For this edition, Mauboussin includes fresh thoughts on human cognition, management assessment, game theory, the role of intuition, and the mechanisms driving the market's mood swings, and explains what these topics tell us about smart investing. *More Than You Know* is written with the professional investor in mind but extends far beyond the world of economics and finance. Mauboussin groups his essays into four parts-Investment Philosophy, Psychology of Investing,

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Innovation and Competitive Strategy, and Science and Complexity Theory-and he includes substantial references for further reading. A true eye-opener, More Than You Know shows how a multidisciplinary approach that pays close attention to process and the psychology of decision making offers the best chance for long-term financial results.

How does an affluent, middle-class, private-school-attending son of a doctor end up at the Aryan Nations compound in Idaho, falling in with and then recruiting for some of the most notorious neo-Nazi groups in Canada and the United States? The Cure for Hate paints a very human picture of a young man who craved attention, acceptance, and approval and the dark place he would go to get it. Tony McAleer found an outlet for his teenage rage in the street violence of the skinhead scene. He then grew deeply involved in the White Aryan Resistance (WAR), rising through the ranks to become a leader, and embraced technology and the budding internet to bring white nationalist propaganda into the digital age. After fifteen years in the movement, it was the outpouring of love he felt at the birth of his children that inspired him to start questioning his hateful beliefs. Thus began the spiritual journey of personal transformation that enabled him to disengage from the highest levels of the white power movement. This incisive book breaks commonly held stereotypes and delivers valuable insights into how regular people are drawn to violent extremism, how the ideology takes hold, and the best ways to help someone leave hate behind. In his

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candid and introspective memoir, Tony shares his perspective gleaned from over a thousand hours of therapy, group work, and facilitating change in others that reveals the deeper psychological causes behind racism. At a period in history when instances of racial violence are on the upswing, *The Cure for Hate* demonstrates that in a society frighteningly divided by hate and in need of healing, perhaps atonement, forgiveness, and most importantly, radical compassion is the cure.

* Our summary is short, simple and pragmatic. It allows you to have the essential ideas of a big book in less than 30 minutes. As you read this summary, you will learn how to make better decisions based on the experience of a champion poker player. You will also learn: how to better manage pressure and uncertainty; how to better bet on the future; that the quality of your decisions directly influences your happiness; to be more benevolent towards yourself and no longer blame yourself in the event of a mistake; to see the world from other points of view. It might seem strange to use poker as a way to make better decisions in your day to day. Yet, come to think of it, it's not that absurd. In a poker tournament, champions have to make hundreds of decisions in a very short time. So each decision can cost or earn as much as the price of a house. Their ability to make decisions under pressure affects their income, so they can't afford to make mistakes too often. Annie Duke shares with you here the secrets of these professionals who are able to stay calm and decide quickly when the stakes are high. You will no doubt find methods to improve your own decision-making. Ready to

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bet it? *Buy now the summary of this book for the modest price of a cup of coffee!

Timeless lessons on wealth, greed, and happiness

More Than You Know

Why We Fall for It . . . Every Time

Thinking in Bets-Making Smart Decisions when you don't have ...

Mind Master

Decide to Play Great Poker

Thinking in Bets

Examines the importance of skill and luck, describes how to develop analytical tools to understand them, and offers suggestions on putting these findings to work to achieve success.

Wall Street is where poker and modern finance?and the theory behind these "games"?clash head on. In both worlds, real risk means real money is made or lost in a heart beat, and neither camp is always rational with the risk it takes. As a result, business and financial professionals who want to use poker insights to improve their job performance will find this entertaining book a "must read." So will poker players searching for an edge in applying the insights of risk-takers on Wall Street.

How an ordinary mammal manipulated nature to become technologically sophisticated city-dwellers -- and why our history points to an optimistic future in the face of environmental crisis Our species long lived on the edge of starvation. Now we produce

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enough food for all 7 billion of us to eat nearly 3,000 calories every day. This is such an astonishing thing in the history of life as to verge on the miraculous. The Big Ratchet is the story of how it happened, of the ratchets -- the technologies and innovations, big and small -- that propelled our species from hunters and gatherers on the savannahs of Africa to shoppers in the aisles of the supermarket. The Big Ratchet itself came in the twentieth century, when a range of technologies -- from fossil fuels to scientific plant breeding to nitrogen fertilizers -- combined to nearly quadruple our population in a century, and to grow our food supply even faster. To some, these technologies are a sign of our greatness; to others, of our hubris. MacArthur fellow and Columbia University professor Ruth DeFries argues that the debate is the wrong one to have. Limits do exist, but every limit that has confronted us, we have surpassed. That cycle of crisis and growth is the story of our history; indeed, it is the essence of The Big Ratchet. Understanding it will reveal not just how we reached this point in our history, but how we might survive it.

"A transfixing book on how to sustain peak performance and avoid burnout" —Adam Grant, New York Times bestselling author of Option B, Originals, and Give and Take
"An essential playbook for success, happiness, and getting the most out of ourselves." Arianna Huffington, author of Thrive and The Sleep Revolution
"I doubt anyone can read Peak Performance without itching to apply something to their own lives." —David Epstein, New York Times bestselling author of The Sports Gene
A few common

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principles drive performance, regardless of the field or the task at hand. Whether someone is trying to qualify for the Olympics, break ground in mathematical theory or craft an artistic masterpiece, many of the practices that lead to great success are the same. In Peak Performance, Brad Stulberg, a former McKinsey and Company consultant and writer who covers health and the science of human performance, and Steve Magness, a performance scientist and coach of Olympic athletes, team up to demystify these practices and demonstrate how you can achieve your best. The first book of its kind, Peak Performance combines the inspiring stories of top performers across a range of capabilities—from athletic to intellectual and artistic—with the latest scientific insights into the cognitive and neurochemical factors that drive performance in all domains. In doing so, Peak Performance uncovers new linkages that hold promise as performance enhancers but have been overlooked in our traditionally-siloed ways of thinking. The result is a life-changing book in which you can learn how to enhance your performance via myriad ways including: optimally alternating between periods of intense work and rest; priming the body and mind for enhanced productivity; and developing and harnessing the power of a self-transcending purpose. In revealing the science of great performance and the stories of great performers across a wide range of capabilities, Peak Performance uncovers the secrets of success, and coaches you on how to use them. If you want to take your game to the next level, whatever "your game" may be, Peak Performance will teach you how.

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How Change Happens

The Great Mental Models: General Thinking Concepts

Kluge

A Life-Transforming Idea

Robot Friends, Fusion Energy, Pet Dinosaurs, and More!

Quit

Welcome to the Future

A WALL STREET JOURNAL BESTSELLER Do you know the best way to drive your company's growth? If not, it's time to boost your Growth IQ. Trying to find the one right move that will improve your business's performance can feel overwhelming. But, as you'll discover in *Growth IQ*, there are just ten simple--but easily misunderstood--paths to growth, and every successful growth strategy can be boiled down to picking the right combination and sequence of these paths for your current context. Tiffani Bova travels around the world helping companies solve their most vexing problem: how to keep growing in the face of stiff competition and a fast-changing business environment. Whether she's presenting to a Fortune 500 board of directors or brainstorming over coffee with a startup founder, Bova cuts through the clutter and confusion that surround growth. Now, she draws on her decades of experience and more than thirty fascinating, in-depth business stories to demonstrate the opportunities--and pitfalls--of each of the ten growth paths, how they work together, and how they apply to business today. You'll see how, for instance: * Red Bull broke

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Coca-Cola and PepsiCo's stranglehold on the soft drink market by taking the Customer Base Penetration path to establish a foothold with adventure sports junkies and expand into the mainstream. * Marvel transformed itself from a struggling comic book publisher into a global entertainment behemoth by using a Customer and Product Diversification strategy and shifting their focus from comic books to comic book characters in movies. * Starbucks suffered a brand crisis when they overwhelmed their customers with a Product Expansion strategy, and brought back CEO Howard Schultz to course-correct by returning to the Customer Experience path. Through Bova's insightful analyses of these and many other case studies, you'll see why it can be a mistake to imitate strategies that worked for your competitors, or rely on strategies that worked for you in the past. To grow your company with confidence, you first need to grow your Growth IQ.

From the bestselling author of Thinking in Bets comes a toolkit for mastering the skill of quitting to achieve greater success Business leaders, with millions of dollars down the drain, struggle to abandon a new app or product that just isn't working. Governments, caught in a hopeless conflict, believe that the next tactic will finally be the one that wins the war. And in our own lives, we persist in relationships or careers that no longer serve us. Why? According to Annie Duke, in the face of tough decisions, we're terrible quitters. And that is significantly holding us back. In Quit, Duke teaches you how to get good at quitting. Drawing on stories from elite athletes like Mount Everest climbers, founders of leading companies like Stewart Butterfield, the CEO of Slack, and top entertainers like Dave Chappelle, Duke explains why quitting is integral

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to success, as well as strategies for determining when to hold em, and when to fold em, that will save you time, energy, and money. You'll learn: How the paradox of quitting influences decision making: If you quit on time, you will feel you quit early What forces work against good quitting behavior, such as escalation commitment, desire for certainty, and status quo bias How to think in expected value in order to make better decisions, as well as other best practices, such as increasing flexibility in goal-setting, establishing "quitting contracts," anticipating optionality, and conducting premortems and backcasts Whether you're facing a make-or-break business decision or life-altering personal choice, mastering the skill of quitting will help you make the best next move. 'Doing everything admirably well matters very little if you can't finish the job.' Few people know better than Viswanathan Anand how to think strategically at lightning speed and work under immense pressure to overcome the toughest odds. From the time he learnt to move pieces on a chessboard as a six-year-old, Vishy - as Anand is fondly called - has racked up innumerable accolades. With five World Championship titles, he is a peerless ambassador of chess, and his is one of the most revered names in the sport. In Mind Master, Vishy looks back on a lifetime of games played, opponents tackled and circumstances overcome, and draws from its depths significant tools that will help every reader navigate life's challenges: What role do tactics and strategy play in the preparation for achieving a goal? How can emotions be harnessed to your advantage in tricky situations? What do you need to do to stay relevant in the face of rapidly changing realities? Is unlearning really the only way to learn? These are just some of the nuggets Vishy touches upon with characteristic wit, easy wisdom and

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disarming candour in this expanded edition of his critically acclaimed memoir, a delightful and invaluable exploration into the self that will thrill, inspire and motivate readers as few books have done before.

In *The Charisma Myth*, Olivia Fox Cabane offered a groundbreaking approach to becoming more charismatic. Now she teams up with Judah Pollack to reveal how anyone can train their brain to have more eureka insights. The creative mode in your brain is like a butterfly. It's beautiful and erratic, hard to catch and highly valued as a result. If you want to capture it, you need a net. Enter the executive mode, the task-oriented network in your brain that help you tie your shoes, run a meeting, or pitch a client. To succeed, you need both modes to work together--your inner butterfly to be active and free, but your inner net to be ready to spring at the right time and create that "aha!" moment. But is there any way to trigger these insights, beyond dumb luck? Thanks to recent neuroscience discoveries, we can now explain these breakthrough moments--and also induce them through a series of specific practices. It turns out there's a hidden pattern to all these seemingly random breakthrough ideas. From Archimedes' iconic moment in the bathtub to designer Adam Cheyer's idea for Siri, accidental breakthroughs throughout history share a common origin story. In this book, you will learn to master the skills that will transform your brain into a consistent generator of insights. Drawing on their extensive coaching and training practice with top Silicon Valley firms, Cabane and Pollack provide a step-by-step process for accessing the part of the brain that produces breakthroughs and systematically removing internal blocks. Their tactics range from simple to zany, such as: · Imagine an

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alternate universe where gravity doesn't exist, and the social and legal rules that govern it. · Map Disney's Pocahontas story onto James Cameron's Avatar. · Rid yourself of imposter syndrome through mental exercises. · Literally change your perspective by climbing a tree. · Stimulate your butterfly mode by watching a foreign film without subtitles. By trying the exercises in this book, readers will emerge with a powerful new capacity for breakthrough thinking.

Heads-Up Tournament Poker: Hand-By-Hand Thinking

12 Mental Tactics for Thinking More Clearly, Navigating Uncertainty and Making Smarter Choices

Winning Lessons from a Champion's Life

Finding Financial Wisdom in Unconventional Places (Updated and Expanded)

Peak Performance

The Confidence Game

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 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 less, and ultimately be more decisive and be more productive? Making good decisions doesn't

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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 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.

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 *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

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websites, dedicated to helping our 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

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 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 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

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often get us into trouble. Winner of the National Academy of Sciences Best Book Award and the 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.

Take charge of your career and create a life full of learning, adventure, joy, and success utilizing these never-before-shared leadership principles Ann Hiatt learned working alongside the world's top tech CEOs—Google's Eric Schmidt, Amazon's Jeff Bezos, and Yahoo!'s Marissa Mayer. Whether you're stuck in your current job, starting your first job and wondering how you can use it as a steppingstone towards your dream career, or mid-career and wanting to finally be recognized for promotion or a leadership role, this book is for you. For the first time, Ann Hiatt shares both the daily habits and long-game strategies she learned working side-by-side for decades with the giants of technology at Amazon and Google. Through clear guidance and incredible stories, *Bet on Yourself* will teach you: How to define your abilities and speak up so that you can be recognized for the work that you do and the unique capabilities you bring to the table. How to create opportunities for yourself when options appear limited and build a purposeful career regardless of your seniority or industry. What it takes to build the confidence you need to build your dream career. How to exchange your frustration over not getting the recognition you deserve for an empowered, actionable plan for taking control of your professional identity and get promoted. These tried-and-true methods to take ordinary opportunities and create something extraordinary, and the leadership principles that guide the work of these celebrity CEOs, are directly applicable to your goals. With a few consistent, daily habits you can build a future that exceeds your wildest expectations. No matter the opportunities available to you in your particular community or career stage, there is a path for you.

Decisive

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The Decision Maker's Playbook

The New Science of Decision-Making, Problem-Solving, and Prediction in Life and Markets

Recognize, Own, and Implement Breakthrough Opportunities

Get Smarter About the Choices that Will Make or Break Your Business

Summary of Thinking in Bets by Annie Duke - Making Smarter Decisions When You Don't Have All the Facts

The Go-Giver Influencer

Become confident in your choices. Where should I live? Is it time to get a new job? Which job candidate should I hire? What business strategy should I pursue? We spend the majority of our lives making decisions, both big and small. Yet, even though our success is largely determined by the choices that we make, very few of us are equipped with useful decision-making skills. Because of this, we often approach our choices tentatively, or even fearfully, and avoid giving them the time and thought required to put our best foot forward. In *Smart Choices*, John Hammond, Ralph Keeney, and Howard Raiffa—experts with over 100 years of experience resolving complex decision problems—offer a proven, straightforward, and flexible roadmap for making better and more impactful decisions, and offer the tools to achieve your goals in every aspect of your life. Their step-by-step, divide-and conquer approach will teach you how to:

- Evaluate your plans
- Break your potential decision

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into its key elements • Identify the key drivers that are most relevant to your goals • Apply systematic thinking • Use the right information to make the smartest choice Smart Choices doesn't tell you what to decide; it tells you how. As you routinely use the process, you'll become more confident in your ability to make decisions at work and at home. And, more importantly, by applying its time-tested methods, you'll make better decisions going forward. Be proactive. Don't wait until a decision is forced on you—or made for you. Seek out decisions that advance your long-term goals, values, and beliefs. Take charge of your life by making Smart Choices a lifetime habit.

"It's a startling and disconcerting read that should make you think twice every time a friend of a friend offers you the opportunity of a lifetime." —Erik Larson, #1 New York Times bestselling author of *Dead Wake* and bestselling author of *Devil in the White City* Think you can't get conned? Think again. The New York Times bestselling author of *Mastermind: How to Think Like Sherlock Holmes* explains how to spot the con before they spot you. "[An] excellent study of Con Artists, stories & the human need to believe" -Neil Gaiman, via Twitter A compelling investigation into the minds, motives, and methods of con artists—and the people who fall for their cons over and over again. While cheats and swindlers may be a dime a dozen, true conmen—the Bernie

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Madoffs, the Jim Bakkers, the Lance Armstrongs—are elegant, outsized personalities, artists of persuasion and exploiters of trust. How do they do it? Why are they successful? And what keeps us falling for it, over and over again? These are the questions that journalist and psychologist Maria Konnikova tackles in her mesmerizing new book. From multimillion-dollar Ponzi schemes to small-time frauds, Konnikova pulls together a selection of fascinating stories to demonstrate what all cons share in common, drawing on scientific, dramatic, and psychological perspectives. Insightful and gripping, the book brings readers into the world of the con, examining the relationship between artist and victim. *The Confidence Game* asks not only why we believe con artists, but also examines the very act of believing and how our sense of truth can be manipulated by those around us.

The New York Times bestseller! A New York Times Notable Book “The tale of how Konnikova followed a story about poker players and wound up becoming a story herself will have you riveted, first as you learn about her big winnings, and then as she conveys the lessons she learned both about human nature and herself.” —The Washington Post It's true that Maria Konnikova had never actually played poker before and didn't even know the rules when she approached Erik Seidel, Poker Hall of Fame inductee and winner of tens of

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millions of dollars in earnings, and convinced him to be her mentor. But she knew her man: a famously thoughtful and broad-minded player, he was intrigued by her pitch that she wasn't interested in making money so much as learning about life. She had faced a stretch of personal bad luck, and her reflections on the role of chance had led her to a giant of game theory, who pointed her to poker as the ultimate master class in learning to distinguish between what can be controlled and what can't. And she certainly brought something to the table, including a Ph.D. in psychology and an acclaimed and growing body of work on human behavior and how to hack it. So Seidel was in, and soon she was down the rabbit hole with him, into the wild, fiercely competitive, overwhelmingly masculine world of high-stakes Texas Hold'em, their initial end point the following year's World Series of Poker. But then something extraordinary happened. Under Seidel's guidance, Konnikova did have many epiphanies about life that derived from her new pursuit, including how to better read, not just her opponents but far more importantly herself; how to identify what tilted her into an emotional state that got in the way of good decisions; and how to get to a place where she could accept luck for what it was, and what it wasn't. But she also began to win. And win. In a little over a year, she began making earnest money from tournaments, ultimately totaling

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hundreds of thousands of dollars. She won a major title, got a sponsor, and got used to being on television, and to headlines like "How one writer's book deal turned her into a professional poker player." She even learned to like Las Vegas. But in the end, Maria Konnikova is a writer and student of human behavior, and ultimately the point was to render her incredible journey into a container for its invaluable lessons. The biggest bluff of all, she learned, is that skill is enough. Bad cards will come our way, but keeping our focus on how we play them and not on the outcome will keep us moving through many a dark patch, until the luck once again breaks our way.

Thinking in Bets Making Smarter Decisions When You Don't Have All the Facts Penguin

The Irresistible Pull of Irrational Behavior

A Little Story About a Most Persuasive Idea (Go-Giver, Book 3)

The Success Equation

Untangling Skill and Luck in Business, Sports, and Investing

How We Make the Decisions That Matter the Most

SUMMARY - Thinking In Bets: Making Smarter Decisions When You Don't Have All The Facts By Annie Duke

Making Complex Decisions with Confidence in a Fast-Moving World

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Today, the world offers us more options than ever before, but it also forces us to juggle more priorities, to make more choices, and to make them faster. The result: a crisis of doing too much, or not enough, and making our decisions based on impulse, stress or guilt. In 10-10-10 Suzy Welch offers an exciting, effective strategy that will help you make the right decision in any situation, at work or at home; with colleagues, family or friends. The rule is deceptively simple: when faced with a decision, consider what the consequences and outcomes of your various options would be in 10 minutes, 10 months, and 10 years. But the results are extraordinary. Using the framework of 10-10-10 will allow you to think through your decisions and to match them with the expectations and values you hold dearest. Most importantly, it allows you to chart a path in the direction you want, and to head confidently towards it with focus, balance, and joy. Poker is a game of table position, flop texture, players in a hand, personalities, and so much more. This book teaches you how to identify and analyze those variables, become a great strategist, and have confidence in any poker situation. Decide to Play Great Poker is written by Annie Duke, the world's most renowned woman poker

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player, with John Vorhaus, himself a winning poker player and prolific author.

Many people think leadership is a higher calling that resides exclusively with a select few who practice and preach big, complex leadership philosophies. But as this practical book reveals, what's most important for leadership is principled consistency. Time and again, small things done well build trust and respect within a team. Using stories from his time at Netscape, Apple, and Slack, Michael Lopp presents a series of small but compelling practices to help you build leadership skills. You'll learn how to create teams that are highly productive, highly respected, and highly trusted. Lopp has been speaking and writing about this topic for over a decade and now maintains a Slack leadership channel with over 13,000 members. The essays in this book examine the practical skills Lopp learned from exceptional leaders—as a manager at Netscape, a senior manager and director at Apple, and an executive at Slack. You'll learn how to apply these lessons to your own experience.

A Wall Street Journal bestseller, now in paperback. Poker champion turned decision strategist Annie Duke teaches you how to get

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comfortable with uncertainty and make better decisions. 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's always information 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 Series of Poker champion turned 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 you know and what you don't, you'll be less vulnerable to reactive emotions, knee-

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jerk biases, and destructive habits in your decision making. You'll become more confident, calm, compassionate, and successful in the long run.

*The Haphazard Evolution of the Human Mind
Smart Choices*

How I Learned to Pay Attention, Master Myself, and Win

The Little Black Book of Decision Making

The Psychology of Money

A Strategy Guide to No-Limit Texas Hold 'Em

The Art and Practice of Breakthrough Thinking

You'll learn how two of the best heads-up tournament players think through every decision in more than 600 hands as they battle their way to the final round in the prestigious NBC Heads-Up Championship. You'll see their cards and hear their thoughts through twelve matches as they devise masterful strategies to defeat world-class opponents. Annie Duke and Vanessa Rousso give you a powerful mix of the practice, theory, and strategies for heads-up tournaments—where you must risk chips on every hand you're dealt—and show you what they did to beat the best players in the world. You'll see what works and what doesn't as amazing bluffs and poorly executed tactics are deconstructed. You'll learn how to design a game plan for each opponent, how to adjust your plan as the match progresses, how to play against pros and amateurs alike, and how to get the best of it against superior opponents. Their detailed analysis of when to change your strategy due to fluctuating

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chip counts, the flow of the match, and dynamic maneuvers make this book the bible of heads-up play.

The secret to making the right call in an increasingly complex world The decisions we make every day – frequently automatic and incredibly fast – impact every area of our lives. The Little Black Book of Decision Making delves into the cognition behind decision making, guiding you through the different ways your mind approaches various scenarios. You'll learn to notice that decision making is a matter of balance between your rational side and your intuition – the trick is in honing your intuition to steer you down the right path. Pure reasoning cannot provide all of the answers, and relying solely on intuition could prove catastrophic in business. There must be a balance between the two, and the proportions may change with each situation. This book helps you quickly pinpoint the right mix of logic and 'gut feeling,' and use it to find the best possible solution. Balance logic and intuition in your decision making approach Avoid traps set by the mind's inherent bias Understand the cognitive process of decision making Sharpen your professional judgement in any situation Decision making is the primary difference between organisations that lead and those that struggle. The Little Black Book of Decision Making helps you uncover errors in thinking before they become errors in judgement.

Summary of Thinking in Bets by Annie Duke - Making Smarter Decisions When You Don't Have All the Facts DISCLAIMER: This is a summary and not the book itself. The book is a great read for anyone interested in decision making and cognitive biases. SYNOPSIS: In any situation, the best decision isn't guaranteed to work out, and even terrible decisions can sometimes turn out to be the right ones. So when things go wrong, who do we blame and why? And what about when things go right? In Thinking In Bets: Making Smarter Decisions When You Don't Have All the Facts (2018), poker champion, author and business consultant Annie Duke shows how

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our addiction to outcomes leads to irrational thinking and the confusion of luck with skill.:.....
ABOUT AUTHOR: *For over two decades, writer, coach and speaker Annie Duke was one of the world's top poker players. In 2004, she earned a World Series of Poker (WSOP) gold bracelet ahead of 234 other players, and in 2010 she won the WSOP Tournament of Champions and the NBC National Heads-Up Poker Championship. Duke holds a master's degree in cognitive psychology from the University of Pennsylvania, where she also completed her doctoral coursework before beginning her career in poker. She currently works as a consultant, speaker and author. Her autobiography, Annie Duke: How I Raised, Folded, Bluffed, Flirted, Cursed, and Won Millions at the World Series of P*

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 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.

The Art of Leadership

Understanding Uncertainty

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Thinking, Fast and Slow

How to Decide

Simple Tools for Making Better Choices

The Biggest Bluff

Small Things, Done Well

Doing well with money isn't necessarily about what you know. It's about how you behave. And behavior is hard to teach, even to really smart people. Money—investing, personal finance, and business decisions—is typically taught as a math-based field, where data and formulas tell us exactly what to do. But in the real world people don't make financial decisions on a spreadsheet. They make them at the dinner table, or in a meeting room, where personal history, your own unique view of the world, ego, pride, marketing, and odd incentives are scrambled together. In *The Psychology of Money*, award-winning author Morgan Housel shares 19 short stories exploring the strange ways people think about money and teaches you how to make better sense of one of life's most important topics.

Argues that the human mind is not a meticulously designed organ but rather a "kluge," a clumsy, cobbled-together contraption, focusing on how the mind falls short with memory, belief, decision-making, language, and emotion.

10-10-10

Sway

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Bet on Yourself

Growth IQ

The Poker Face of Wall Street