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Decisions
With Decision
Tools Answers*

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

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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

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classic Where Good
Decision Tools
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-

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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

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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-

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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,

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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.

William and Zera were childhood sweethearts who got married after high school. That 's

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where the joy in their lives ended! William was off to fight in Vietnam, in service to his country that asked thousands of young men to give up their lifestyles to become soldiers. Like so many other families, William and Zera ' s lives were uprooted and changed forever.

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Torn apart by the war, they tried to hold on as best they could. When news came to Zera of William ' s death, nothing could repair the pain she felt.

Time seems to heal all wounds and soon Zera met Steve.

Although she felt uneasy about it, Zera began dating Steve

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and they were married. Many years passed before Zera got the shock of her life. One day, there was a phone call, then a visit. When Zera opened her door, of course who should be standing there but William! Zera couldn't believe it. Neither could Zera's current

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husband, Steve, who actually served with William in the war.

Zera was forced to make “ a hard decision. ” Who to continue her life with? Could you make such a choice? So, who does Zera choose? And what shocking conclusion does the author keep hidden until the very

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end? The book is a tribute to the spirit and strength of every human being and what makes people do the things they do. There is something with which every reader will be able to identify. The book combines love, war, loss, family, friendship, death and

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all of the elements of
daily life that anyone
could humanly
experience.

Hard Decisions Made
Easy' sets out
effective and
practical ways to
tackle the twin
challenges of:
balancing non-
financial and
financial outcomes,
and getting

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You are faced with so many difficult decisions. Often your decision making seems random. It can be swayed by different situations and emotions. You need to be more rigorous in the way you make decisions and yet you have

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very little time to do so. Experience from others who have made tough decisions and a framework to help you do so would be invaluable. The courage to make decisions is sometimes a bit elusive. It is difficult to find the calmness to be able to make

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and live with those decisions. There is so much that can be learned from the experience of others. After working through this book you will have the courage of your convictions and the ability to make difficult decisions count. The book sets out a framework for

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making difficult
decisions that has

been tried and
tested. It has been
used successfully in
one-to-one coaching
with senior leaders in
both the public,
private and voluntary
sectors. The
framework is built on
the following strands:
Clarity; Conviction;
Courage; and

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Flow-based

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Making in the Early
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business
tactics, where
the company's
efforts to

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lower prices
has had far-
reaching

effects on its
suppliers,
competitors,
employees, and
foreign
manufacturers.

Through a
blend of
compelling

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train you to
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own biases,
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weaknesses,
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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

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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

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paralysis,
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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.

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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

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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

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and when to
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choices - - where

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all outcomes

are

potentially

negative. The

authors draw

on interviews

conducted with

soldiers about

the situations

they faced and

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the decisions
they made at
war. These are
vivid and
sometimes
distressing
stories. They
form the data
from which the
authors
explore the
cognitive

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processes
associated
with choice,
commitment to
action and
(sometimes)
error, as well
as goal
directed
thinking,
innovation and
courage. By

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invites
readers to
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circumstances
and ask
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some way to
helping
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understand
what it feels
like when
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eliminating
college and
university
programs during
times of
economic
hardship.
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public health
emergencies can
stress health care
systems to the***

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and disrupt
delivery of vital
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crises, hospitals
and long-term
care facilities
may be without
power; trained
staff,
ambulances,
medical supplies***

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***and beds could be
in short supply;
and alternate
care facilities
may need to be
used. Planning
for these
situations is
necessary to
provide the best
possible health
care during a
crisis and, if***

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*needed, equitably
allocate scarce
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Triggers
examines
indicators and
triggers that
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implementation
of crisis*

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***standards of care
and provides a
discussion toolkit
to help
stakeholders
establish
indicators and
triggers for their
own
communities.
Together,
indicators and
triggers help***

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care during
public health and
medical
emergencies and
disasters.
Indicators and
triggers
represent the
information and
actions taken at***

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thresholds that
guide incident***

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indicators and
triggers for both
a slow onset
scenario, such as
pandemic
influenza, and a***

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an earthquake.
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discussion
toolkits
customized to
help various
stakeholders
develop
indicators and
triggers for their***

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**organizations,
agencies, and
jurisdictions. The
toolkit contains
scenarios, key
questions, and
examples of
indicators,
triggers, and
tactics to help
promote
discussion. In**

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elements
designed to
facilitate
integrated
planning, the
toolkit contains
chapters
specifically
customized for
emergency
management,***

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managers in
accomplishing
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provides future or
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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**

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options and greater
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satisfaction. But
beware of excessive
choice: choice
overload can make
you question the
decisions you make
before you even
make them, it can set
you up for
unrealistically high
expectations, and it
can make you blame

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**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,**

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**too much choice can
lead to clinical
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explains at what
point choice—the
hallmark of
individual freedom
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determination that
we so
cherish—becomes**

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**detrimental to our
psychological and
emotional well-being.**

**In accessible,
engaging, and
anecdotal prose,
Schwartz shows how
the dramatic
explosion in
choice—from the
mundane to the
profound challenges
of balancing career,**

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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

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**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**

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**number, have the
discipline to focus on
those that are**

**important and
ignore the rest, and
ultimately derive
greater satisfaction
from the choices you
have to make.**

**Why do smart and
experienced leaders
make flawed, even
catastrophic,**

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**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,**

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**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**

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our decision making.**

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powerful model for
making better
decisions, describing
the key red flags to
watch for and
detailing the decision-
making safeguards
we need. Using
examples from
business, politics,**

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between two or more

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Subseasonal to
Seasonal Forecasts

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Farsighted

Answers
As the nation's
economic
activities, security
concerns, and
stewardship of
natural resources
become
increasingly
complex and
globally
interrelated, they

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become ever
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more sensitive to
adverse impacts
from weather,
climate, and
other natural
phenomena. For
several decades,
forecasts with
lead times of a
few days for
weather and
other

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environmental
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phenomena have
yielded valuable
information to
improve decision-
making across all
sectors of society.
Developing the
capability to
forecast
environmental
conditions and
disruptive events

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several weeks
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and months in
advance could

dramatically
increase the
value and benefit
of environmental
predictions,
saving lives,
protecting
property,
increasing
economic vitality,

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protecting the
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environment, and
informing policy
choices. Over the
past decade, the
ability to forecast
weather and
climate
conditions on
subseasonal to
seasonal (S2S)
timescales, i.e.,
two to fifty-two

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weeks in advance, has improved substantially. Although significant progress has been made, much work remains to make S2S predictions skillful enough, as well as optimally

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communicated, to
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enable
widespread use.
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research agenda
that increases the
nation's S2S
research and

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capability,
advances S2S

forecasting, and
aids in decision
making at
medium and
extended lead
times.

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approach difficult
decisions?

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implement right
away and others
that you and your
organization can
grow into. It is
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wide variety of
decision-making
problems. The
methods

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help with such
varied issues as
selecting a
concept,
managing a
portfolio,
choosing a
vendor,
evaluating a
proposal,

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a design, and
determining
whether to make
or buy an item.

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Analysis of
Alternatives

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decision teams,
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problems, the

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belief, and using
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making software
to support robust
decisions. It
includes decision-
making templates
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provide help in un-
sticking the
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you're in the
business of
making difficult
decisions while
managing
uncertainty, risk,
and team conflict,
then discover the
new, effective

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solutions to all
the problems in
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students how to
make the difficult

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ethical decisions that journalists routinely face. By taking a case-based approach, the authors argue that the best way to make an ethical decision is to look closely at a particular situation, rather than looking first

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to an abstract set
of ethical theories
or principles. This
book goes
beyond the
traditional
approaches of
many other
journalism
textbooks by
using cases as
the starting point
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Casuistry, the
technical name of
such a method,
develops
provisional
guidelines from
the bottom up by
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analogically from
an "easy" ethical
case (the
"paradigm") to

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cases. Thoroughly
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looks like a nail." But

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knows a hammer often

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fear itself--fear of the
Lord. I Choose Brave
reveals a
countercultural plan
to help you where you

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are--knee-deep in fears
of parenting, the
future, your marriage,
and a world that feels
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Westenberg digs deep

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shows that finding the
courage to overcome

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together, they
form a model
for building
an***

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Calls. You,
Answers
and your**

**organization,
will make
better
decisions.**

**Have you ever
arrived on the
scene of a
house fire to
find a frantic**

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**woman in the
driveway? As a
firefighter,**

**you know
instinctively
what this**

**means: there
is a child
inside. You
immediately**

**enter “the
zone,” because**

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***you know what
to do. This is
based on your
training and
experience.***

***The feeling of
being "in the
zone," is
referred to in
the field of
positive
psychology as***

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“the flow.”
Multiple
studies have
shown that, if
people have
the proper
training and
experience,
they will make
better
decisions in
emerging

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situations
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while in a
Answers
flow-state.

**How can your
organization
help your
people
experience
flow more
often, thereby
improving
their decision-**

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*making? This
book describes
what flow is
and what flow-
based decision
making and
flow-based
leadership
look like. It
also details a
flow-based
leadership*

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***model for implementation,
based on an
extreme,
experiential
training
program in the
fire service
called Georgia
Smoke Diver
(GSD). This
model consists***

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***of : Leading
by example***

***Answers
Communicating
purpose***

***Committing to
a stable***

infrastructure

Binding the

group through

ritual,

knowledge

sharing, and

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Using positive
motivation
techniques
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team flow.
GSD's success

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and longevity
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is a result of
Answers
rigorous
commitment to
this model
that helps
firefighters
stay safe,
ensure
excellence,
and live a
life of well-

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***being, both
personally and
professionally***

***. It is a
model any
organization
can adopt to
better the
lives of the
people within
the
organization***

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*and the lives
of the people
the*

*organization
serves.*

*Whether you're
in the fire
service or
not, this book
provides
incredible and
truly unique*

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exceptionally
effective
organizational
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must read for
anyone who is
in a position*

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*where his or
her decisions
impact the
work and the
lives of
others.
Judith's
writing
ignites the
imagination
with stories
that are*

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*inspiring,
engaging, and
deeply moving.*

*You will walk
away with a
new*

*appreciation
for the
importance of
being “in the
flow” and a
simple but*

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**powerful
framework for
creating a**

**meaningful and
purpose-driven**

life. Thomas

Koulopoulos

Chairman

Delphi Group,

Author The Gen

Z Effect Dr.

Judy (as she

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*is fondly
known in the
fire service)
has presented
us with a
uniquely
insightful
look at
firefighter
decision
making, going
beyond the*

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***traditional
analytical and
weaving the***

***naturalistic
with the***

possible. This

is a roadmap

for upcoming

leaders in any

organization

in which

decisions must

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***be made in
chaotic,
uncertain and
rapidly
evolving
situations.***

***David M. Wall,
Division
Director
Georgia Fire
Academy
Throughout my***

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***career, I have
had the
privilege and
honor of
training with
hundreds of
high risk
professionals.
This book gets
to the heart
of why and
more***

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***importantly
how these
individuals
can perform at
such a high
level every
day, with on
and off the
job stresses
that are off
the charts! Ed
Naggiar, PhD***

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World's Most
Powerful*

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***Company Really
Works-- and
how It's
Transforming
the American
Economy***

What are you really missing out on? You're home on a Friday night, scrolling through Instagram, ready to go to bed. You see

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pictures on your
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timeline of a party you
were invited to, but
didn't go to. You were

confident when you
said no, but now you
can't stop thinking
about it, and you start
feeling worse. You have
FOMO, or, Fear of
Missing Out. Coined in
a Harvard Business
School article, FOMO

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has become a global term to describe the decimating anxiety when thinking other people are having better, more fulfilling, experiences than you are. It's a natural, biological response, but that doesn't make it feel any better. Amplified by the rise of social media, #FOMO has

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become a cultural
crisis—so what's the
cure? Patrick

McGinnis, creator of
the term FOMO, has
been thinking about it
for seventeen
years—and he has a
solution: decision-
making. Learning to
weigh the costs and
benefits of your
choices, prioritizing

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your decisions, and
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listening to your gut are
Answers
central to silencing
FOMO and its lesser-
known cousin, FOBO:
Fear of a Better Option.
After all, don't you
want to feel
comfortable and
confident in your
decisions? Written with
self-evaluations
throughout the book,

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Fear of Missing Out:
Practical Decision

Making in a World of
Overwhelming Choice
helps you ascertain and
eliminate the parts of
your life that are
causing more anxiety
than happiness. So give
this a read, and then go
to that party, start that
new book, create a new
goal—or don't. Make

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that decision, and be confident in it: it's the first of many of its kind.

What do you do when the algorithm doesn't have the answer?

Countless tools and frameworks claim to make decisions objective and bias-free.

But in reality, the defining decisions that leaders face are

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complex ones with
subjective information
sources and conflicting
courses of action.

That ' s why the
toughest choices are
left to the leaders, and
that ' s why formulas
won ' t answer them.
In Difficult Decisions:
How Leaders Make the
Right Call with Insight,
Integrity, and

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Empathy, leadership expert and CEO of YSC Consulting, Eric Pliner, delivers a set of practical tools for readers to make sense of these complex, subjective decisions quickly and with integrity. It presents a path to understanding your own subjectivity, and how your morals,

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ethics, and

responsibilities affect

how leaders make the

most important

decisions. Difficult

Decisions is ideal for

executives, managers,

and business leaders to

examine their own

intuition and navigate

the most conflicted

choices they make.

It ' s a challenging read

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witty, practical guide to
200 difficult

professional conversati
ons—featuring all-new
advice! There ' s a
reason Alison Green
has been called “ the
Dear Abby of the work
world. ” Ten years as a
workplace-advice
columnist have taught
her that people avoid
awkward conversations

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in the office because they simply don't know what to say.

Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career.

You'll learn what to say when • coworkers push their work on

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you—then take credit
for it • you

accidentally trash-talk
someone in an email
then hit “ reply all ”

• you ’ re being
micromanaged—or
not being managed at

all • you catch a
colleague in a lie •

your boss seems
unhappy with your
work • your

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cubemate ' s loud
speakerphone is
making you homicidal

- you got drunk at the holiday party Praise for Ask a Manager “ A must-read for anyone who works . . . [Alison Green ' s] advice boils down to the idea that you should be professional (even when others are not)

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even better. It teaches us how to deal with many of the most

vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor. ” —Robert Sutton, Stanford professor and author of *The No Asshole Rule* and *The Asshole*

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Survival Guide “ Ask a
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Manager is the ultimate
playbook for
navigating the
traditional workforce
in a diplomatic but firm
way. ” —Erin Lowry,
author of Broke
Millennial: Stop
Scraping By and Get
Your Financial Life
Together
Decision Management

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Answers
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Management
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