



Berrett-Koehler
Publishers

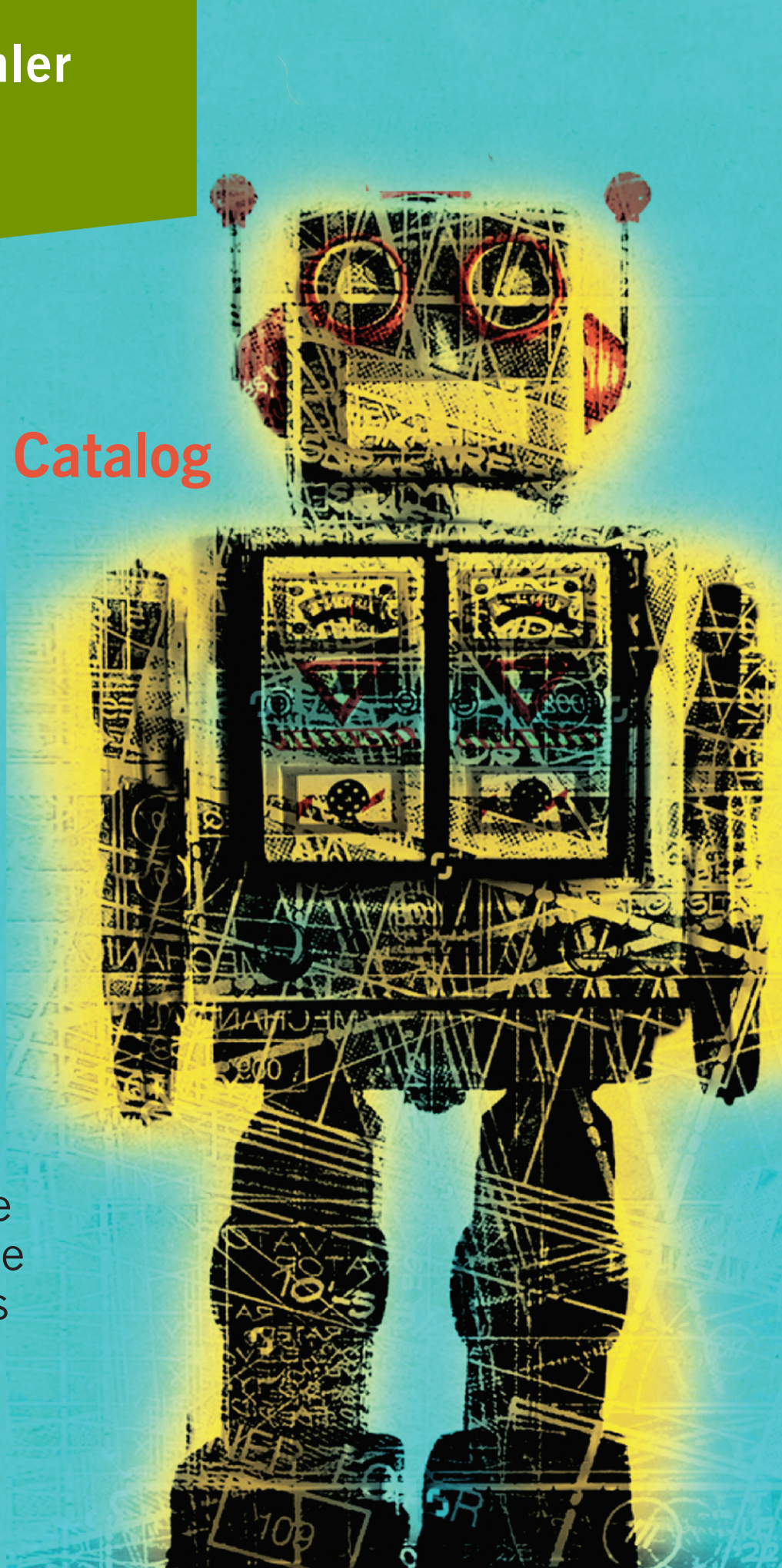
Summer 2018 Catalog

BK Life

BK Currents

BK Business

Connecting people
and ideas to create
a world that works
for all





Dear Reader,

I am happy to report that 2018 is turning out to be another marvelous year for Berrett-Koehler Publishers, as was 2017. Here are some highlights from this year:

- *Eat That Frog!* is the first BK book to surpass two million copies sold. And *Leadership and Self-Deception* is almost at this two million-sold milestone.
- All told, 230+ BK books—approximately one-third of our total booklist—have sold more than 20,000. And 56 of these titles have sold more than 100,000 copies. See the bestseller lists on pages 13 to 15 of this catalog.
- We have successfully moved sales and distribution of BK titles to Penguin Random House Publisher Services, which is the distribution arm of the largest trade-book publisher and the world leader in the size and reach of its sales forces in the United States and other countries.
- In the first stage of the expansion of the BK Professional publishing program, we have integrated into BK's systems all of the 127 titles we acquired from Management Concepts Press, which cover topics on project management, federal acquisition and contracting, financial management, leadership, and public administration.
- New BK executive editor Charlotte Ashlock is leading the acquisition of BK Professional titles. And we are excited to announce the hiring of Lesley Iura—who built highly successful professional publishing programs at Jossey-Bass and Wiley—as our new director of professional publishing. We will soon be expanding our BK Professional list in other fields.
- In 2018 we are publishing new books and new editions by 19 previous BK authors, all but two of whom have written bestselling BK books. We are fortunate that so many top-notch authors return to BK with their next books, such as the legendary Edgar Schein, who is profiled on page 10.
- We are also publishing 25 titles in 2018 by authors who are new to BK, including some who have written bestselling books for other publishers—such as Parker Palmer, a beloved author of books on education, community, spirituality, and leadership—as well as some who are publishing their first book.
- For years we have been making a concerted effort to increase the number of female authors and authors of color among the BK author base. And we are making good progress. Of our 2018 publications, forty percent are written by female authors and thirty percent are written by authors of color.
- Our Servant Leadership Online Training Summit in October 2017 was a big success, with nearly 20,000 people from 146 countries participating. This fall we are excited to host another major event: the Women's Leadership Online Training Summit. Please see the announcement on page 11.

None of this would be possible without the great support of our tremendous BK community members, including readers, authors, shareholders, service providers, sales partners, and many others. We are grateful to you.

All the best,

Steve

Steven Piersanti
President and Publisher

New Titles for Summer 2018

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Berrett-Koehler is both a B Corporation and a California Benefit Corporation—a certification and a for-profit legal status that require us to meet rigorous standards of social and environmental performance, accountability, and transparency.

Parker J. Palmer

On the Brink of Everything

Grace, Gravity, and Getting Old

From beloved and bestselling author Parker J. Palmer (*Let Your Life Speak*, *The Courage to Teach*, *Healing the Heart of Democracy*) comes a brave and beautiful book of reflections on eight decades of life and work. Reframing aging as “a passage of discovery and engagement,” Palmer says, “Old is just another word for nothing left to lose, a time to take bigger risks on behalf of the common good.”

On the Brink of Everything is not a “guide to” or “handbook for” getting old. Instead, it’s Palmer turning the prism of insight on his experience as a way of encouraging readers to do the same with theirs. In elegant prose and lyrical poetry, he offers a set of meditations on the meanings of one’s life, past, present, and future. “The laws of nature that dictate the sunset dictate our demise,” Palmer writes. “But how we travel the arc between our own sunrise and sun-down is ours to choose: will it be denial, defiance, or collaboration?”

With gravity and levity, compassion and chutzpah, Palmer writes about cultivating a robust inner and outer life, a sense of meaning and purpose amid pain as well as joy, and the intergenerational relations that enhance the lives of young and old alike.

And this book sings! It includes three songs by Palmer’s longtime friend and colleague, singer-songwriter Carrie Newcomer, written in response to themes in the book. At the download site for the songs, Palmer and Newcomer hope to engage readers in an ongoing conversation about what Howard Thurman called “the growing edge” of our personal and public lives.

Ultimately, Palmer sees age as a precious gift: “The fact that I’ve come this far makes me one of the lucky ones.” Surprised by the fact that he *likes* being old, he writes, “Welcome to the brink of everything. It takes a lifetime to get here, but the stunning view and the wake-up breeze in your face make it worth the trip.”

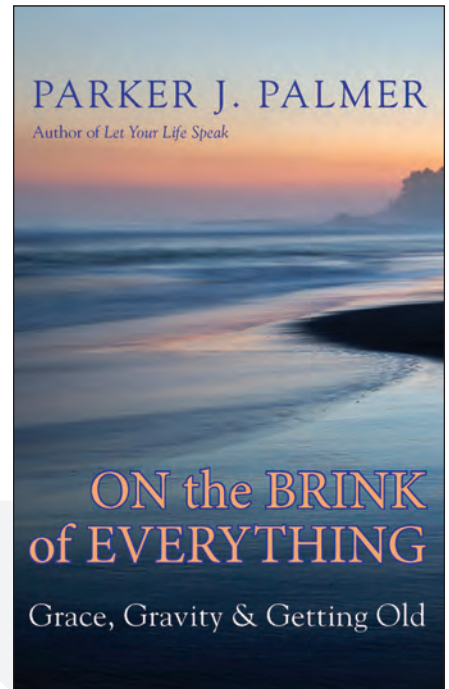


Parker J. Palmer is a writer, speaker, and activist who focuses on issues in education, community, leadership, spirituality, and social change. He is founder and senior partner emeritus of the Center for Courage & Renewal, which offers programs for people in the serving professions, including educators, physicians, non-profit leaders, and clergy. He is the author of nine books—including several award-winning titles—that have sold over 1.5 million copies and been translated into ten languages.

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With Gratitude
Prelude

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| 1. The View from the Brink: What I Can See from Here | 5. Keep Reaching Out: Staying Engaged with the World |
| 2. Young and Old: The Dance of the Generations | 6. Keep Reaching In: Staying Engaged with Your Soul |
| 3. Getting Real: From Illusion to Reality | 7. Over the Edge: Where We Go When We Die |
| 4. Work and Vocation: A Life in Writing | Postlude |



- **Perennially bestselling author:** Parker Palmer’s books have collectively sold over 1.5 million copies and continue to sell strongly year after year.
- **Thoughtful, poetic take on aging:** This is an inspirational yet grounded book that is as much about living as it is about aging and as much for younger “old souls” as for their elders.

Publication date: June 2018

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216 pages, 5" x 7"

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Personal Growth

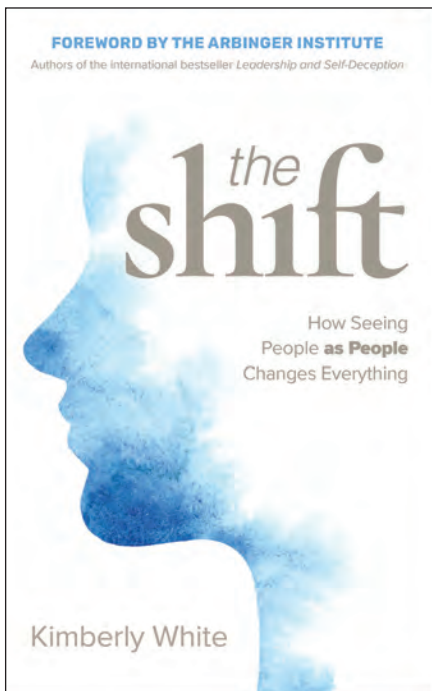
Rights: world

Kimberly White

Foreword by The Arbinger Institute, authors of *Leadership and Self-Deception*

The Shift

How Seeing People as People Changes Everything



- **Linked to a bestselling franchise:**

The Arbinger Institute's books have collectively sold over 2.5 million copies worldwide—readers will be eager for a new book based on Arbinger's philosophy, and this book is uniquely personal and relatable.

- **Filled with amazing stories:**

White draws readers in with dozens of poignant, funny, touching, and absolutely true stories that illustrate the extraordinary results of seeing people as people.

Publication date: June 2018

\$18.95, paperback

240 pages, 5½" x 8½"

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Personal Growth/Business

Rights: world

With a single change in perspective you can dramatically increase your own happiness and that of those around you—colleagues and clients, family and friends. Not only that, but you'll become more engaged, productive, and innovative too! It sounds crazy, but in this moving first-person account, Kimberly White describes the dramatic impact this shift had in one of the toughest settings imaginable—skilled nursing facilities, aka nursing homes—and the equally dramatic impact it had on her.

When White began working on a book about a chain of skilled nursing facilities, she was astonished to discover that the employees there loved their jobs. These people, earning low pay in a maligned industry, were nevertheless full of satisfaction, compassion, and love because of their ability to see their patients as real and true and valuable people—not as tasks to be ticked off a to-do list. It was an attitude they also extended to each other—caregivers, cooks, janitors, and executives.

Their managerial philosophy was rooted in the work of the Arbinger Institute, which reveals the thousand subtle ways we reduce people to objects without even realizing it. The many stories White shares of honoring the humanity of the old, ill, and forgotten vividly convey her book's powerful, universal message. Her research became a personal exploration of how to see the people in her own life as people in that same profound way. When she did, everything in her world changed—and as she walks you through the steps involved in making the shift, yours will too.



Kimberly White is a freelance writer who spent twelve years overpaying on Manhattan rent just so she could take her five children to free museums and who recently relocated to a small farm town in Illinois to focus on writing. She is a certified Arbinger presenter and former research assistant to the founder, Terry Warner. Her nine months of research for this book included dozens of hours working alongside nursing home employees in offices, vans, patient rooms, and kitchens.

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1. The Shift and Why It Matters
2. Missing the Gorilla: Why We See People as Objects
3. Soft like a Brick: The Power of Seeing People as People
4. If You Can Do It Here, You Can Do It Anywhere
5. The Paradise Delusion: What the Shift Isn't
6. The First Key: Pay Attention
7. How to Use the First Key: Toil with Them
8. The Second Key: Look through Their Eyes
9. How to Use the Second Key: The Thirty-Day Rule
10. The Third Key: Realize I'm the Problem
11. How to Use the Third Key: When You're Still a Jerk
12. Staying Shifted: Why Behavioral Rules Won't Help Us
13. What's the Right Thing to Do? Using the Shift When Things Are Tough
14. The Poop Chapter: Astonishing Things Transformed by the Shift
15. Part of the Solution: How the Shift Solves Disagreements
16. Welcome to the New World

Vivek Wadhwa and Alex Salkever

Foreword by Roger McNamee, Founding Partner, Elevation Partners and Founding Advisor, Center for Humane Technology

Your Happiness Was Hacked

**Why Tech Is Winning the Battle to Control Your Brain—
and How to Fight Back**

Do you feel in control of your life or enslaved by your devices? Have you risked your life texting and driving? Do you sympathize with a test group of students who endured painful shocks rather than be separated from their phones?

Digital technology is wonderful, but it's making us miserable, say former tech executives Vivek Wadhwa and Alex Salkever. We've become a nation of tech addicts—although it's not entirely our fault, and it is possible to enjoy the benefits of technology while taking our happiness back from the bots.

Wadhwa and Salkever describe the applied neuroscience developers are using to make their products so insidiously habit-forming and detail the negative impact of technology in four key areas: love, work, play, and life. There are dozens of vivid examples. Workers check their email an *average* of seventy-seven times a day, wreaking havoc on productivity. Children now spend nearly twice as much time playing inside with their screens as they do in the natural world—is it any wonder childhood obesity is a problem? The light from the devices so many of us look at right before we go to sleep suppresses the production of melatonin, a hormone vital for sleep and healthy organ functioning.

But there's a way out. Wadhwa and Salkever lay out simple, common-sense ways to disrupt developers' efforts to get you hooked, including six simple questions to help you decide what role any given technology should play in your life. Ironically, they even describe some emerging technologies designed to give users more control. Get back to making technology serve you, not the other way around!

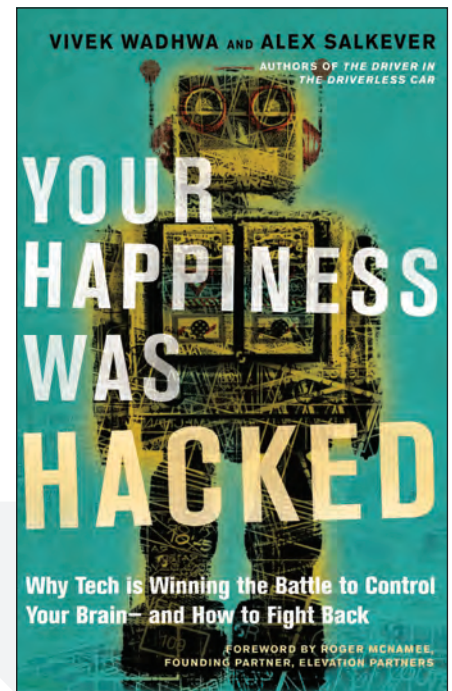


Vivek Wadhwa is a distinguished fellow and professor at Carnegie Mellon University's College of Engineering. He is a globally syndicated columnist for the *Washington Post* and the author of three books, including *The Immigrant Exodus*, which was named by the *Economist* as a 2012 Book of the Year, and *The Driver in the Driverless Car*, cowritten

with Alex Salkever. He is the winner of the 2018 Silicon Valley Forum Visionary Award. **Alex Salkever** is a writer and consultant who has been covering technology for major publications for more than twenty years. He was recently vice president of marketing communications at Mozilla.

Contents

1. How Technology Removes Our Choices
2. The Origins of Addiction: B. J. Fogg and His Disciples
3. The Impacts of Online Technology
4. How We Might Fix All This
5. A Vision for Tech in a Better World



- **Tech-savvy authors take on tech:** Wadhwa and Salkever are both former high-level technology executives, and Wadhwa has regularly been featured by a variety of media, including CNBC, the *Washington Post*, and PBS.
- **Answers a huge need:** Millions of us are steeped in technology from the moment we wake up and we don't see a way out—this book explains why we've become so hooked and how we can make technology our servant instead of our master.

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Current affairs

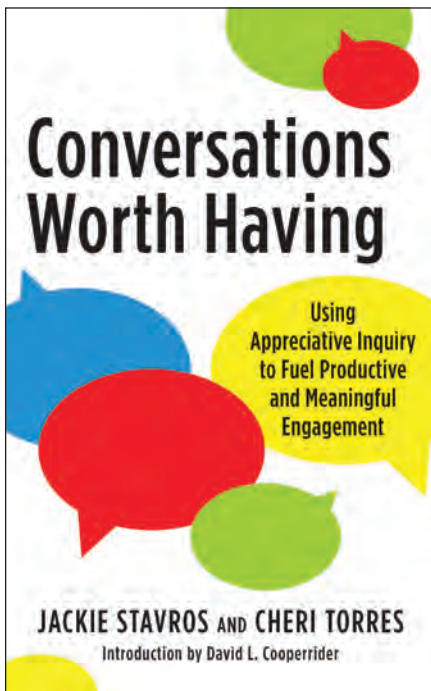
Rights: world excluding India

Jackie Stavros and Cheri Torres

Introduction by David L. Cooperrider

Conversations Worth Having

Using Appreciative Inquiry to Fuel Productive and Meaningful Engagement



- **Unprecedented approach to making conversation a catalyst for change:**

This is the first book to apply Appreciative Inquiry to everyday conversations—the heart of what we do in organizations, communities, and schools.

- **Top authorities:** Stavros and Torres have fifty years of combined experience using Appreciative Inquiry, one of the most popular change methodologies worldwide.

Publication date: May 2018

\$19.95, paperback

176 pages, 5½" x 8½"

ISBN 978-1-5230-9401-1

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Personal Growth

Rights: world

Conversation is a crucial part of everything we do. And it has a huge influence on our well-being—a good conversation can leave us ready for anything, a bad one can ruin our whole day. But most of us are unaware of the nature of our conversations, let alone how to make them consistently affirming and empowering. Jackie Stavros and Cheri Torres offer a guide to ensuring all our interactions with others expand creativity, improve productivity, and unleash potential, at work and at home.

Stavros and Torres introduce two simple practices to dramatically improve the outcomes of our conversations. By focusing on what we want to happen instead of what we want to avoid, and asking questions to expand understanding and increase possibilities, we can engage in more forward-looking ways. This method is firmly grounded in the authors' deep experience with Appreciative Inquiry, one of the most effective and widely used approaches for fostering positive change. Appreciative Inquiry has transformed thousands of organizations around the world, including Google, Accenture, Verizon, World Vision, and John Deere.

Each chapter features real-life stories of people using appreciative practices to foster connection, innovation, and success. Stavros and Torres clarify the principles that support successful practices and summarize fascinating scientific research on how conversations influence well-being. They show how *conversations worth having* can be scaled for teams and large groups. Conversations can be critical and destructive, or they can be generative and constructive—this book makes sure yours will help people and organizations flourish.



Jackie Stavros is a professor at Lawrence Technological University, Senior Appreciative Inquiry Strategist at Flourishing Leadership Institute, a member of the Appreciative Inquiry Council of Practitioners for the Cooperrider Center for Appreciative Inquiry, and coauthor of several books on Appreciative Inquiry.

Cheri Torres is an author, an associate at Innovation Partners International, and a catalyst at NextMove and UniteWNC.

They both bring an Appreciative Inquiry approach to their work with organizations across all sectors.

Contents

Introduction by David L. Cooperrider

1. Shifting Conversations
2. What Kind of Conversations Are You Having?
3. Two Simple Appreciative Practices

4. What's Driving Your Conversation?
5. Scaling Up Great Conversations
6. It's Not Magic, It's Science
7. Any Time, Any Place, Any Situation

Laura van Dernoot Lipsky

The Age of Overwhelm

Strategies for the Long Haul

Whether we are overwhelmed by work or school; our families or communities; engagement in social justice, environmental advocacy, or civil service; or care-taking for others or ourselves, overwhelm impacts our ability to show up and make our way through the world in many ways. Laura van Dernoot Lipsky, bestselling author of *Trauma Stewardship*, takes on the state of overwhelm engulfing so many people in our local and global communities and offers *The Age of Overwhelm* to provide the guidance we need to sustain ourselves for the long haul.

Focusing on what one can do instead of what one can't do is indescribably powerful and dignity preserving. *The Age of Overwhelm* shows us how to pay attention to what's in our individual control and what's in our collective control and how to tend to both of these realities—practically—in such a way as to mitigate harm, cultivate our ability to be decent and equitable, and act with integrity. Whether our challenges are lots of small, daily struggles or traumas of global proportions, continued exposure to them can eat away at us. If we don't find ways to metabolize this accumulation along the way, we may become saturated.

Written with compassion for people short on time, resources, and capacity, *Overwhelmed* offers a “less is more” framework to help ease the burden of overwhelm, restore our perspective, and give us strength to navigate what is yet to come. Illuminated by scientific findings and spiritual insights and lightened with *New Yorker* cartoons, this book provides practical applications enabling us to do less of what erodes us and more of what sustains us so that we can continue to show up and do some good.



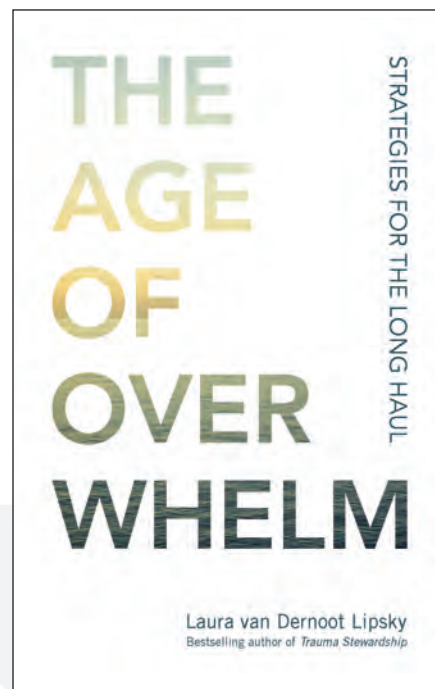
Laura van Dernoot Lipsky is the founder of the Trauma Stewardship Institute, author of the bestselling book *Trauma Stewardship*, and a widely recognized pioneer in the field of trauma exposure. She has worked with individuals, systems, and communities around the world for more than three decades. Having long been an activist engaged in movements for social and environmental justice, she was given a Yo! Mama award in recognition of her work as a community-activist mother.

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Introduction

1. What Does Overwhelm Look Like?
2. What Causes Overwhelm?
3. A Way Through: When Less Is More
4. Less Distraction, More Intention
5. Disconnect Less, Be Present More
6. Less Attachment, More Curiosity
7. Less Depletion, More Stamina
8. When to Step Away

Conclusion



- **Bestselling author:** Laura van Dernoot Lipsky's previous book, *Trauma Stewardship*, has sold more than 100,000 copies worldwide and has been translated into three languages.
- **Addresses an urgent and near-universal need:** Is there anyone who *doesn't* feel overwhelmed these days? Lipsky offers simple strategies anyone can use to cut down on the static and regain some focus.

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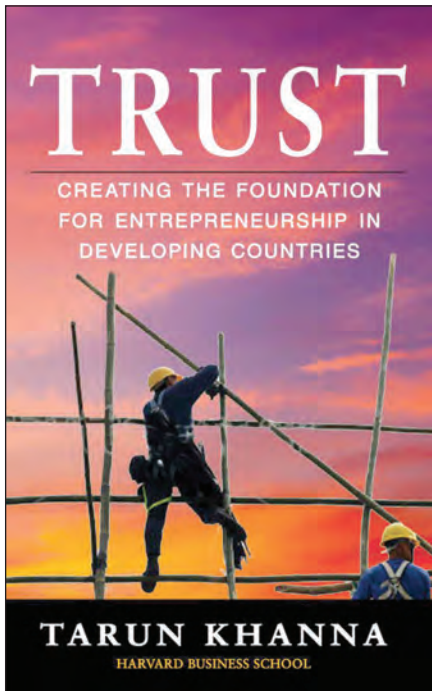
Personal Growth

Rights: world

Tarun Khanna

Trust

Creating the Foundation for Entrepreneurship in Developing Countries



By a much-honored scholar: Tarun Khanna has taught at Harvard Business School since 1993 and is the director of Harvard's Lakshmi Mittal South Asia Institute. His annual online course on the topic of this book reaches nearly 50,000 people across dozens of countries.

Provides a missing piece in the global development puzzle: There are extraordinary business opportunities in the developing world, but entrepreneurs need to understand how to create the necessary trust for those enterprises to flourish.

Publication date: July 2018

\$21.95, paperback

216 pages, 6" x 9"

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Business

Rights: world

Entrepreneurial ventures often fail in the developing world because of the lack of something taken for granted in the developed world: trust. Over centuries, the developed world has built customs and institutions such as enforceable contracts, an impartial legal system, and credible regulatory bodies—and even unofficial but respected sources of information such as Yelp and *Consumer Reports*—that have created a high level of what scholar and entrepreneur Tarun Khanna calls “ambient trust.”

This is not the case in the developing world. But Khanna shows that rather than become casualties of mistrust, smart entrepreneurs can adopt the mindset that, like it or not, it's up to them to weave their own independent web of trust—with their employees, their partners, their clients, their customers, and society as a whole. This can be challenging, and it requires innovative approaches in places where the level of societal mistrust is so high that an official certification of quality simply arouses suspicion—and lowers sales! Using vivid examples from Brazil, China, India, Mexico, and elsewhere, Khanna's stories show how entrepreneurs can build on existing customs and practices instead of trying to push against them. He highlights the role new technologies can play (but cautions that these are not panaceas) and explains how entrepreneurs can find dependable partners in national and local governments to create impact at scale.

As far back as the 18th century, Adam Smith recognized trust as what Khanna calls “the hidden engine of economic progress.” “Frankness and openness conciliate confidence,” Smith wrote. “We trust the man who seems willing to trust us.” That kind of confidence is critical to entrepreneurial success, but in the developing world entrepreneurs have to establish it through their own efforts. As Khanna puts it, “The entrepreneur must not just create, she must *create the conditions* to create.”



Tarun Khanna is the Jorge Paulo Lemann Professor at the Harvard Business School; the cofounder of Axilor, an incubator in Bangalore; and a serial entrepreneur across the developing world. In 2007, he was named a Young Global Leader by the World Economic Forum, and in 2009, he was elected as a fellow of the Academy of International Business. In 2015, he was named chairman of the Indian government's Commission on Entrepreneurship and Innovation. In 2016, he received the Academy of Management's Eminent Scholar Award for lifetime achievement in international management.

Contents

Introduction: Trust, Entrepreneurship, and the Developing World

1. The Whys and Hows of Trust
2. The Mindset Change

3. Building on Existing Social Norms

4. Working as a Team with the State

Conclusion: Trust, a Coda

Peter Block

Community

The Structure of Belonging, Second Edition

As a response to the increasing violence in our culture, the widening ideological divides, and the growing gap in economic well-being, there is greater awareness that a deeper sense of community is desperately needed. But even as we acknowledge the *need* to build community, the dominant on-the-ground practices about *how* to engage people, civically and organizationally, remain essentially unchanged. We still believe community is built with better messaging, more persuasion, and social events for people to get to know each other better. All of which is naïve.

This is why Peter Block was moved to create an updated edition of his classic book on restoring a sense of common purpose to our neighborhoods, communities, and institutions. Block helps us see how we can change the existing context of community from one of deficiencies, interests, and entitlement to one of possibility, generosity, and gifts. He outlines six kinds of conversation that will create communal accountability and commitment and even describes how we can design physical spaces and structures that will themselves foster a sense of belonging.

In this new edition, Block draws on a decade of putting these ideas into practice to emphasize what has worked and extract those thoughts that were nice but had no durability. He explores how technology, instead of bringing us together, has driven us into more isolation. New examples show that community building can be a more powerful way to address social problems than more traditional policies and programs. And encouragingly, Block insists this is really simple, once we decide it is essential. He offers a way of thinking that creates an opening for authentic communities to exist and details what each of us can do to make that happen.



Peter Block is a citizen of Cincinnati and the author of *Flawless Consulting*, *Stewardship*, *The Empowered Manager*, and *The Answer to How Is Yes* and coauthor of *The Abundant Community* and *An Other Kingdom*. He is a partner in the training company Designed Learning and has received the Association for Talent Development Award for Distinguished Contribution to Workplace Learning and Performance and the Association for Quality and Participation President's Award. He is a member of *Training* magazine's HRD Hall of Fame.

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2. Shifting the Context for Community
3. The Stuck Community
4. The Restorative Community
5. Taking Back Our Projections
6. What It Means to Be a Citizen
7. The Transforming Community

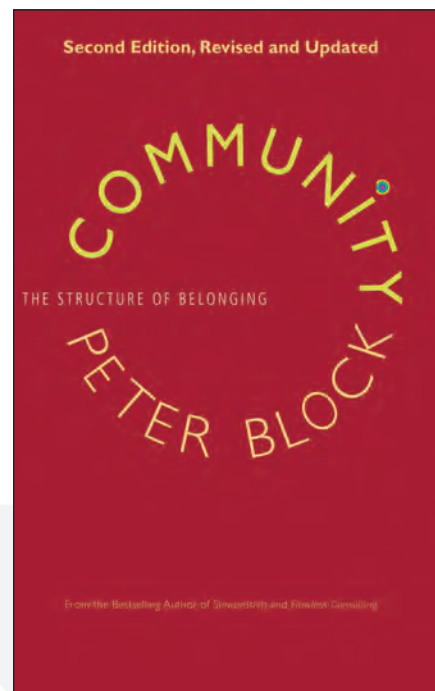
Part Two: The Alchemy of Belonging

8. Leadership Is Convening
9. The Small Group Is the Unit of Transformation

10. Questions Are More Transforming Than Answers

Summing Up: Six Conversations

11. Invitation
 12. The Possibility, Ownership, Dissent, Commitment, and Gifts Conversations
 13. Bringing Hospitality into the World
 14. Designing Physical Space That Supports Community
 15. The End of Unnecessary Suffering
- In Summary: The Social Architecture of Building Community



- **Revised edition of celebrated bestseller:** *Community* has sold upwards of 90,000 copies since its release and continues to sell at a rate of 5,000 copies per year.
- **Expert voice on a crucial issue:** The breakdown of community is a huge topic of concern—Block brings decades of community-building experience and a unique, contrarian point of view to the problem.

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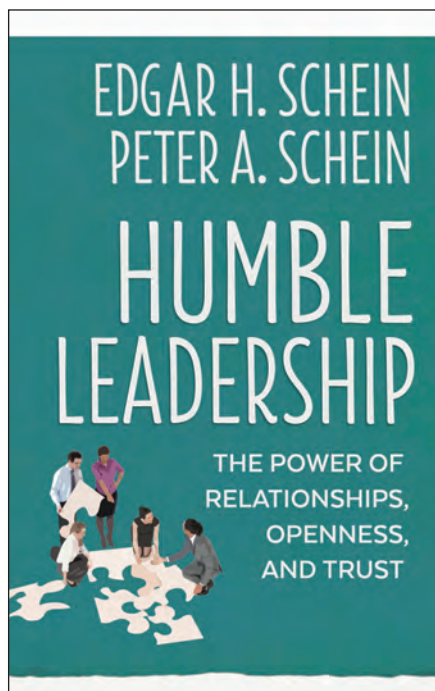
Business

Rights: world

Edgar H. Schein and Peter A. Schein

Humble Leadership

The Power of Relationships, Openness, and Trust



- **Builds on a bestseller:** Edgar Schein's *Humble Inquiry* has sold over 100,000 copies worldwide and is available in thirteen languages
- **Founder of an entire field:** Edgar Schein is a founder of the fields of organizational psychology and organizational culture and has been a leading professor, researcher, and consultant in the management and leadership domains since 1956.

Publication date: August 2018

\$19.95, paperback

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Business

Rights: world

Leadership is a relationship—but the nature of that relationship must change, says legendary organizational scholar Edgar Schein. The standard vertical hierarchy, with its emphasis on formal, transactional relationships and all guidance coming from the “heroic” commander, is hopelessly outdated. The problems organizations face today require intense teamwork and constant communication—no one person can have all the answers. The times demand organizational cultures characterized by high openness and high trust—and this demands a new model of leadership.

Schein and his coauthor, son Peter Schein, call the traditional leader-follower interaction a “Level 1” relationship: polite, role-based, and all too often characterized by “professional distance.” It’s fine in certain segments and kinds of work, but it falls short when work becomes more dynamic and ambiguous. Future leadership requires “Level 2” relationships where people transcend their hierarchical roles and relate to each other as human beings—and where, as the Scheins put it, the relationships are “personalized.” In such relationships new ideas can flow freely, mistakes can come to light immediately, and course corrections can be made in real time rather than “by committee” or by order of the lone hero CEO.

Schein and Schein show how Humble Leadership builds effective Level 2 cultures in a whole range of sectors: healthcare, government, the military, tech and innovation, and more. They go deeply into the factors necessary for Humble Leadership to succeed and what group skills leaders need to develop to become effective Level 2 leaders.



Edgar H. Schein is professor emeritus of the Massachusetts Institute of Technology Sloan School of Management. He is the recipient of the Distinguished Scholar-Practitioner Award of the Academy of Management, the Lifetime Achievement Award from the International Leadership Association, and the Lifetime Achievement Award in Organization Development from the International OD Network, among others. He is the author of numerous foundational books, including *Organizational Culture and Leadership* and *Humble Inquiry*. **Peter A. Schein** is the cofounder and COO of the Organizational Culture and Leadership Institute. He has worked in marketing and strategy at technology pioneers such as Apple, Silicon Graphics, and Sun Microsystems, in addition to consulting to numerous start-ups on strategic growth initiatives.

Contents

1. A New Approach to Leadership
2. Culturally Defined Levels of Relationship
3. Humble Leadership in Governance: The Singapore Story
4. Transforming a Medical Center into a Level 2 Culture
5. Humble Leadership in the US Military
6. When Hierarchy and Unintended Consequences Stifle Humble Leadership
7. Humble Leadership and the Future
8. Humble Leadership Requires Reinforcing “the Soft Stuff”
9. Personalizing: Building Level 2 Relationships

Now in Paperback!

Deepak Malhotra

Negotiating the Impossible

**How to Break Deadlocks and Resolve Ugly Conflicts
(without Money or Muscle)**

"By using historically significant, seemingly intractable negotiations as examples, Malhotra provides practical lessons for the everyday negotiations in your life—including the three surprising 'levers' at your service when the use of force is not a viable option. This book is magic for any deal maker."

—Daniel H. Pink, author of *When, Drive* and *To Sell Is Human*

Some negotiations are easy. Others are more difficult. And then there are situations that seem hopeless. Conflict is escalating, people are getting aggressive, and no one is willing to back down. And to top it off, you have little power, money, or other resources to work with. Harvard professor (and negotiation consultant advisor to organizations around the world) Deepak Malhotra shows how to defuse even the most potentially explosive situations and to find success when things seem impossible.

Malhotra illustrates key lessons using behind-the-scenes stories of fascinating real-life negotiations, including drafting the US Constitution, resolving the Cuban Missile Crisis, bringing peace to Northern Ireland, ending bitter disputes in the NFL and NHL, and beating the odds in complex business situations. But he also shows how these same principles and tactics can be applied in everyday life as well, from making corporate deals, negotiating job offers, and resolving business disputes to tackling obstacles in personal relationships and even negotiating with children.



Deepak Malhotra is the Eli Goldston Professor of Business Administration at Harvard Business School. He teaches negotiation in the MBA program and in a wide variety of executive education programs. He has been published in the top journals in management, psychology, conflict resolution, and foreign policy and has won numerous awards for both his teaching and his research. In 2014, he was chosen by Poets&Quants to be one of the 40-under-40 best business professors in the world.

Contents

Introduction: The Most Ancient Lesson in Peacemaking

Part I: Power of Framing

1. The Power of Framing
2. Leveraging the Power of Framing
3. Logic of Appropriateness
4. Strategic Ambiguity
5. Limits of Framing
6. First-Mover Advantage

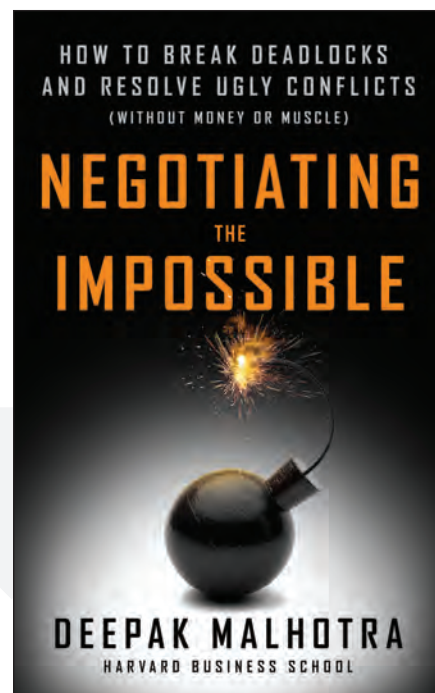
Part II: Power of Process

7. The Power of Process
8. Leveraging the Power of Process

9. Preserve Forward Momentum
10. Stay at the Table
11. Limits of Process
12. Changing the Rules of Engagement

Part III: Power of Empathy

13. The Power of Empathy
14. Leveraging the Power of Empathy
15. Yielding
16. Map Out the Negotiation Space
17. Partners, Not Opponents
18. Compare the Maps
19. The Path Forward



- **Bestselling author:** Malhotra's book *Negotiation Genius* has sold over 120,000 copies worldwide, and his book *I Moved Your Cheese* has sold over 175,000 copies worldwide.
- **Compelling stories:** Every chapter describes a real-life high-stakes negotiation that seemed hopeless—and the often-surprising way in which it was resolved.

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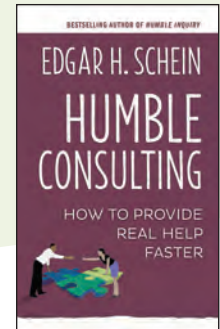
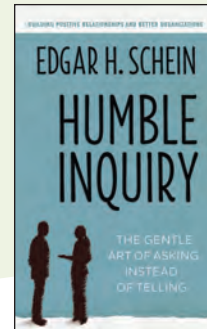
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Business

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Meet the Author: Edgar H. Schein



Berrett-Koehler is proud to have been Edgar Schein's primary publisher since 2003—his latest book, *Humble Leadership*, his fifth for us, is featured on page 8. Named the “Father of Organizational Development,” Schein continues to reign as the gentle giant of the field. He is the author of hundreds of articles and dozens of books, including *Career Dynamics*, *Organizational Culture and Leadership*, and *Humble Inquiry*, and his work has been adopted in organizations around the world. He has taught at the Sloan School of Management at the Massachusetts Institute of Technology for over fifty years, reaching hundreds of thousands of people. Among many other honors, Schein has won a Distinguished Scholar-Practitioner Award from the Academy of Management, a Lifetime Achievement Award in Workplace Learning and Performance from the Association for Talent Development, and a Lifetime Achievement Award from the International Leadership Association.

Greatest Achievement?

Perhaps surprisingly, when asked what he is most proud of, Schein states, “I am

most proud of having first discovered that to be helpful, one must be humble and respect the client, and second, pleased to have been able through the various books going back to *Process Consultation* [1969] to convince my colleagues of the validity of this principle.” Since he is approaching ninety years old, readers often wonder what keeps him writing, to which he firmly responds, “I still see the organizational world as being in the Darwinian age where good observation, description, and tentative analysis are badly needed.”

A Humble Hit

His 2013 book *Humble Inquiry*—a deep dive into a new and better way for leaders to relate to followers that was introduced in his widely regarded book *Helping*—reached international best-seller status, selling nearly 120,000 copies worldwide and being translated into thirteen languages. Since the release of this title, the Humble series has grown into a franchise. Shortly after the publication of *Humble Inquiry*, *Humble Consulting* built upon the practitioner focus for organizational development consultants and provided incisive

commentary and practices on bringing Schein's concepts to life. The books have been adopted by the Mayo Clinic, the Department of Homeland Security, and numerous other organizations, showcasing their diverse appeal across a variety of industries.

What Now?

Schein's newest release, *Humble Leadership*, coauthored with his son Peter, is hitting shelves in summer 2018, further broadening the scope of his work to encourage all leaders to embrace vulnerability and empathy and emphasizing these characteristics as powerful sources of strength. Most recently, Ed and Peter Schein have founded the Organizational Culture and Leadership Institute (www.scheinocli.org), a firm “dedicated to advancing organizational development and design through a deeper understanding of organizational culture and career development.” Providing custom consulting services and a series of dialogues and workshops for those seeking to better understand their organizational culture's DNA, Schein and Schein continue to break new ground.

Together We Rise: BK to Host Women's Leadership Summit!

By Johanna Vondeling, Vice President, International Sales and Business Development



Amid demands for increased representation by women in positions of power, there is an inescapable need to address workplace inequality—which is why I'm so proud to be leading the development of Berrett-

Koehler's first ever Women's Leadership Online Training Summit this fall. Building on the success we had with 2017's Servant Leadership Online Summit, this will be a weeklong event featuring brilliant speakers from a wide variety of industries—women who've learned a thing or two about what persistence means and some male allies too!

The Women's Leadership Online Training Summit is free for anyone to attend during the five-day broadcast. Summit speakers include pioneering voices in leadership, many of whom are BK authors, such as Sally Helgesen (*The Female Vision*), Tamara Winfrey Harris (*The Sisters Are Alright*), Tara-Nicholle Nelson (*The Transformational Consumer*), Lynda Gratton (*Hot Spots*), Jennifer Kahnweiler (*The Introverted Leader*), and Cheryl Bachelder (*Dare to Serve*), plus newcomers to the BK community like Liz Wiseman (*Multipliers*), and more. The format will be concise and interactive: thirty-minute video presentations followed by a ten-minute question-and-answer period. Participants will also have the option to purchase the video trainings after the event.

How Everyone Can Help

With the #timesup and #metoo movements in full swing, now is the moment to deepen the conversation about women's leadership and how we can *all* achieve equity, equal representation, and lasting social change.

Most people I know—women and men alike—want diverse, inclusive, and equitable workplaces. They know the benefits of diverse perspectives and backgrounds. And I've learned that building on collective will, creativity, and energy is the best—and the only—way to achieve lasting change. The next challenge is how?

The online training summit will explore that question and support women and men doing the important work to advance this movement. Leading up to the summit this fall, here are three ways we can work toward that goal together:

1. **Connect with people and ideas.** Right now there's a rich and transformative discussion of women's roles in society going on all around you—online, in print, and in person. There's never been a better time to listen to, learn from, or even lead these discussions! I'm fortunate enough to work for Berrett-Koehler, which has been publishing groundbreaking books supporting women in leadership since its earliest days, from *When the Canary Stops Singing* (1994) to *Women Lead the Way* (2009) to *The Influence Effect* (2017).
2. **Hold space.** Support mentorship opportunities for women at all stages

of their careers. For me, that translates to working with a local professional organization, the Bay Area Woman in Publishing, where I serve on the board. The organization holds networking and educational events to support women in publishing, and we create the space to tackle the most pressing issues in our industry. For instance, you may have heard the stories making the rounds last year about the lack of diversity that is crippling the publishing industry. In response, we have convened a roundtable at the Professional Publishing Network to provide a space to confront and begin dismantling this harmful trend.

3. **Smash stereotypes.** Throughout my career, I've been puzzled by the pernicious narrative that "women don't help other women." Certainly, there is more that can and should be done, especially by white women and allies to support people of color and leverage our privileges to ameliorate inequity. That said, we must commit to working not only with other women but in collaboration with *everyone* to chip away at the divisiveness that keeps teams from reaching their full potential.

I hope you can join BK and our extraordinary presenters as we confront prevailing gender issues that plague the workplace and educate, equip, and inspire women around the world to expand their leadership capacity.

The New Leadership Paradigm

You're likely all too familiar with traditional leadership models. These models concentrate power over the many in the hands of just a few using command-and-control techniques from the Industrial Revolution era.

Traditional leadership just doesn't work anymore. But many of today's leaders still rely on the same outdated techniques.

The good news? There's a better way to lead—and it delivers better results. At Berrett-Koehler, we call it the new paradigm of leadership—and it's been the core of our mission since our founding in 1992.

We created this simple chart to illustrate the differences between traditional leadership and the new leadership paradigm.

This chart lays out ten dimensions of the old command-and-control leadership paradigm and ten corresponding dimensions of the new paradigm, which might be called "shared leadership," "servant leadership," or "collaborative leadership." These ten dimensions were drawn from concepts in BK books. To find out which books were most influential, and to read more about how our president and publisher, Steve Piersanti, developed this model, please go to the Berrett-Koehler blog: <https://ideas.bkconnection.com/the-new-leadership-paradigm>.

THE NEW LEADERSHIP PARADIGM

Traditional Command & Control	New Leadership Paradigm
 <p>ORGANIZATION AS PYRAMID The organization is viewed as a pyramid, with leadership and power flowing linearly from small numbers of people at the top who control large numbers at the bottom.</p>	 <p>ORGANIZATION AS NETWORK The organization is viewed as an interconnected network, with leadership and power disbursed throughout the many nodes and links of the network.</p>
 <p>TOP-DOWN LEADERSHIP Leadership is hierarchical, with each level of leaders having power and authority over those below them in the hierarchy.</p>	 <p>EVERYONE A LEADER Leadership is exercised by everyone at all levels of the organization, with each person sometimes leading, sometimes following, and sometimes supporting, as needed.</p>
 <p>CONTROL Leadership is exercised through compulsion, force, coercion, dominance, secrecy, and, when necessary, physical, psychological, and/or economic violence.</p>	 <p>COLLABORATION Leadership is exercised through invitation, request, dialogue, persuasion, respect, openness, kindness, integrity, and partnership, without compulsion.</p>
 <p>PROFIT/MONEY-DRIVEN Leaders are motivated by making money, generating profit, achieving prominence, and other temporary artificial constructs with no intrinsic value.</p>	 <p>MEANING/PURPOSE-DRIVEN Leaders are motivated by improving the well-being of people, communities, and the planet in ways that have real, lasting intrinsic value.</p>
 <p>SELF-INTEREST Leaders focus on maximizing their own power, pay, perks, prerogatives, and other positional benefits.</p>	 <p>SERVICE Leaders focus on serving all stakeholders of the organization or community and benefiting the interests of the whole.</p>
 <p>WINNING/COMPETING Leaders are engaged in a vicious contest or war, which they must win by any means necessary, including harming those who stand in the way of success.</p>	 <p>LOVING/CARING Leaders succeed by loving and caring for their coworkers, customers, and everyone else who contributes to the enterprise—and even by aiding their competitors.</p>
 <p>CLASS SYSTEMS Groups at the top have enduring structural advantages over other groups, with executives rewarded as much as possible and workers rewarded as little as possible.</p>	 <p>EGALITARIAN STRUCTURES Class systems are abolished, with everyone subject to the same rules of behavior, processes for getting things done, and reward systems.</p>
 <p>EXCLUSION AND PRIVILEGE People are discriminated against on the basis of race, ethnicity, gender, age, religion, sexual orientation, social class, politics, thinking style, or other factors, limiting their access to leadership, power, and rewards.</p>	 <p>DIVERSITY AND INCLUSION Many kinds of differences and similarities among people are valued and supported, with access to leadership, power, participation, opportunities, and rewards open to all.</p>
 <p>INFORMATION RESTRICTED Information is passed down the hierarchy to those who "need to know."</p>	 <p>INFORMATION SHARED Information is shared openly with all levels of the organization; there are no secrets.</p>
 <p>TOP-DOWN CHANGE Senior executives plan organizational changes and seek to enroll those below in supporting the executive vision.</p>	 <p>WHOLE-SYSTEMS CHANGE All groups participate together in planning and carrying out changes that affect them, guided by shared wholesystem knowledge.</p>

by Steve Piersanti
President and Publisher of Berrett-Koehler Publishers



10 Reasons Why Berrett-Koehler Books Sell Well—and Keep Selling

by Steve Piersanti, *President and Publisher*

1. **High selectiveness.** Each year we publish only 40 to 50 new titles from the approximately 1,000 book projects that are proposed to us, allowing BK to select high-quality books and authors.
2. **Topics of enduring value.** Our book selection favors topics that will be relevant for many years, rather than chasing after trendy headlines and issues that may soon be old news.
3. **Content of enduring value.** Unlike the time-bound content of many publications today, we emphasize treatment of topics that will keep books timely, practical, and useful for many years.
4. **Authoritative authors.** Rather than simply having an idea or point of view to share, most BK authors base their books on their life's work and bring to their books deep expertise from years of study and practice applying the ideas daily.
5. **Active authors.** BK authors help drive sales of their books by contacting their extensive networks, speaking to large audiences, reaching out through their newsletters and social media, and spreading the word about their books in other ways.
6. **BK community support.** Many readers of BK books and other BK community members help publicize our books to their networks, thus expanding our sales force.
7. **Quality of editorial work.** The upfront coaching of authors by the BK editorial team and the detailed manuscript reviews by BK's incredible reviewers both far exceed the editorial help that publishers generally provide today.
8. **Professional design and production.** Each BK book is professionally designed and produced, and this quality stands out.
9. **Multichannel sales.** BK books are actively sold through more channels—digital, direct marketing, bookstore, corporate, special sales, foreign rights, and many others—than is the case for most books published today.
10. **Sales and marketing attention.** BK authors and their books receive greater individualized and ongoing support from BK sales and marketing staff than is the norm today in publishing.

Foreign Rights Powerhouse

Berrett-Koehler has made over 2,800 foreign-language rights sales—which is an incredibly large number for a company our size. As you can see from the information on the following pages, many BK titles have been translated into 5, 10, or even 20 or more languages, which helps spread the messages of those books all over the world. All told, BK titles have been translated into over 50 different languages.

Each new BK publication has a far higher likelihood of being published in multiple languages than is the case for most other publishers' books. How do we achieve this? It starts with our world-class subsidiary rights staff—Maria Jesus Aguilo and Catherine Lengronne—who have developed close relationships with publishers in many countries. They have also built an extensive network of top international agents representing our books (who are listed on the inside back cover of this catalog) and sell foreign-language rights at major rights fairs each year.

230 Berrett-Koehler Bestsellers

Berrett-Koehler Publishers has an impressive track record of sales of our publications. Already 230 Berrett-Koehler books—approximately one-third of our total booklist—have sold over 20,000 copies. And 56 of these books have sold more than 100,000 copies. This is remarkable at a time when the average new book published in the United States sells less than 2,000 copies over its lifetime. These figures include sales of all US and foreign editions in all formats. Listed below are total sales of each bestseller and the number of foreign-language editions of each publication.

NUMBER OF BOOKS SOLD AND FOREIGN-LANGUAGE EDITIONS

BK CURRENTS

1.5 million+	34	<i>Confessions of an Economic Hit Man and The New Confessions of an Economic Hit Man</i>
160,000+	8	<i>Affluenza</i>
150,000+	20	<i>When Corporations Rule the World</i>
60,000+	1	<i>Screwed</i>
	10	<i>A Game As Old As Empire</i>
50,000+	8	<i>Solving Tough Problems</i>
40,000+	4	<i>How the Poor Can Save Capitalism Best Care Anywhere</i>
	10	<i>The Post-Corporate World</i>
35,000+	10	<i>Agenda for a New Economy</i>
	9	<i>Alternatives to Economic Globalization</i>
	4	<i>The Great Turning</i>
	1	<i>Unequal Protection</i>
	10	<i>Power and Love</i>
30,000+	3	<i>Out of Poverty</i>
	2	<i>Global Mind Change</i>
25,000+	4	<i>This Changes Everything</i>
	8	<i>The Fourth Wave</i>
	4	<i>Gangs of America</i>
20,000+	3	<i>The Divine Right of Capital</i>
	3	<i>Capitalism 3.0</i>
	2	<i>The Small-Mart Revolution</i>
	1	<i>Walk Out Walk On</i>
	7	<i>Macroshift</i>
	4	<i>Making Sustainability Work</i>

BK LIFE

2.0 million+	46	<i>Eat That Frog!</i>
610,000+	32	<i>Goals!</i>
565,000+	18	<i>Repacking Your Bags</i>
500,000+	16	<i>The Anatomy of Peace</i>
380,000+	23	<i>A Peacock in the Land of Penguins</i>
300,000+	20	<i>The Five Secrets You Must Discover Before You Die</i>
260,000+	17	<i>Change Your Questions, Change Your Life</i>
230,000+	24	<i>The 21 Success Secrets of Self-Made Millionaires</i>
200,000+	14	<i>The Power of Purpose</i>
	21	<i>How to Get Ideas</i>
190,000+	15	<i>The Laws of Lifetime Growth</i>
175,000+	24	<i>I Moved Your Cheese</i>
165,000+	8	<i>No More Regrets!</i>
160,000+	21	<i>Be a Sales Superstar</i>
	10	<i>The Referral of a Lifetime</i>
150,000+	11	<i>The Hamster Revolution</i>
	22	<i>Flight Plan</i>
130,000+	12	<i>Getting Things Done When You Are Not in Charge</i>
	20	<i>Prisoners of Our Thoughts</i>
125,000+	9	<i>Turning to One Another</i>
	4	<i>Shifting Sands</i>
120,000+	3	<i>Trauma Stewardship</i>
115,000+	26	<i>Kiss That Frog!</i>

BK LIFE, continued

110,000+	16	<i>Love It, Don't Leave It</i>
100,000+	14	<i>Networking for People Who Hate Networking</i>
	13	<i>PeopleSmart</i>
90,000+	8	<i>The Resiliency Advantage</i>
	12	<i>The Nonverbal Advantage</i>
85,000+	10	<i>Be Your Own Brand</i>
	14	<i>Catch!</i>
	11	<i>Stepping Up</i>
80,000+	8	<i>Creating Personal Presence</i>
75,000+	12	<i>What to Do When There's Too Much to Do</i>
	8	<i>Be the Hero</i>
	10	<i>Being Buddha at Work</i>
	10	<i>Whistle While You Work</i>
70,000+	14	<i>Get Paid More and Promoted Faster</i>
	9	<i>The Highest Goal</i>
	10	<i>Accidental Genius</i>
60,000+	10	<i>The Answer to How Is Yes</i>
	17	<i>Singletasking</i>
	11	<i>The Power of Failure</i>
	9	<i>Prosper</i>
	11	<i>Quiet Influence</i>
55,000+	4	<i>It's the Way You Say It</i>
50,000+	4	<i>Life Reimagined</i>
45,000+	4	<i>Be BIG</i>
40,000+		<i>Perseverance</i>
35,000+	3	<i>Embrace the Chaos</i>
	6	<i>Aligned Thinking</i>
30,000+	3	<i>We Are All Self-Employed</i>
	3	<i>Whale Done Parenting</i>
25,000+	8	<i>Refire! Don't Retire</i>
	6	<i>The Pause Principle</i>
	1	<i>I'm Stuck, You're Stuck</i>
	4	<i>Living in More Than One World</i>
		<i>Calling Cards</i>
	10	<i>Downshifting</i>
	7	<i>Three Deep Breaths</i>
20,000+	4	<i>50 Jobs in 50 States</i>
	7	<i>The Connect Effect</i>
	7	<i>Emotional Discipline</i>
	3	<i>The She Spot</i>
	7	<i>Fear Your Strengths</i>
	1	<i>Claiming Your Place at the Fire</i>
	4	<i>Second Innocence</i>
	13	<i>Find Your Balance Point</i>
	9	<i>The Five Thieves of Happiness</i>
	1	<i>The Memo</i>
	3	<i>Why Wait to Be Great?</i>
	8	<i>Zenobia</i>
	2	<i>So You're New Again</i>
	11	<i>Reawakening the Spirit in Work</i>
		<i>Zip Tips</i>

NUMBER OF BOOKS SOLD AND FOREIGN-LANGUAGE EDITIONS

BK BUSINESS

1.95 million+	33	<i>Leadership and Self-Deception</i>
700,000+	23	<i>Love 'Em or Lose 'Em</i>
600,000+	28	<i>The Secret</i>
400,000+	17	<i>Empowerment Takes More Than a Minute</i>
390,000+	18	<i>Leadership and the New Science</i>
300,000+	21	<i>Full Steam Ahead!</i>
240,000+	19	<i>Managing By Values</i>
220,000+	21	<i>A Complaint Is a Gift</i>
	27	<i>The 100 Absolutely Unbreakable Laws of Business Success</i>
190,000+	5	<i>Stewardship</i>
	4	<i>Leadership from the Inside Out</i>
	15	<i>Synchronicity</i>
170,000+	14	<i>The Outward Mindset</i>
	15	<i>Know Can Do!</i>
155,000+	8	<i>Change Is Everybody's Business</i>
140,000+	10	<i>Managers As Mentors</i>
135,000+	12	<i>Go Team!</i>
	8	<i>The Serving Leader</i>
130,000+	13	<i>Humble Inquiry</i>
	5	<i>On-the-Level</i>
110,000+	16	<i>Managing</i>
	12	<i>Great Leaders Grow</i>
100,000+	9	<i>301 Ways to Have Fun at Work</i>
	5	<i>Performance Consulting</i>
	14	<i>Managers Not MBAs</i>
	5	<i>Help Them Grow or Watch Them Go</i>
	14	<i>Theory U</i>
95,000+	1	<i>Community</i>
85,000+	6	<i>The Secret of Teams</i>
	10	<i>Got Your Attention?</i>
80,000+	9	<i>The Leadership Wisdom of Jesus</i>
	16	<i>The 3 Keys to Empowerment</i>
	11	<i>One from Many</i>
	14	<i>The World Café</i>
	5	<i>The Heart of Leadership</i>
75,000+	5	<i>Evaluating Training Programs</i>
	3	<i>A Simpler Way</i>
70,000+	12	<i>A Higher Standard of Leadership</i>
	8	<i>The Courageous Follower</i>
	11	<i>Helping</i>
60,000+	5	<i>Finding Our Way</i>
	10	<i>Corporate Creativity</i>
	7	<i>I'm Sorry I Broke Your Company</i>
	7	<i>Ideas Are Free</i>
	5	<i>Trust and Betrayal in the Workplace</i>
55,000+	13	<i>Why Motivating People Doesn't Work . . . and What Does</i>
	5	<i>Customers As Partners</i>
	6	<i>Appreciative Inquiry</i>
	4	<i>The 8 Dimensions of Leadership</i>
50,000+	12	<i>Leading from the Emerging Future</i>
	7	<i>How to Change Minds</i>
	4	<i>Chess Not Checkers</i>
	10	<i>Open Space Technology</i>
	2	<i>Leaders Make the Future</i>
	13	<i>The One Minute Negotiator</i>
	10	<i>Fun Works</i>
	7	<i>The Introverted Leader</i>
	14	<i>Hire and Keep the Best People</i>
	2	<i>Customer at the Crossroads</i>
45,000+	6	<i>Positive Leadership</i>
	1	<i>Seeing Systems</i>
	7	<i>The Power of Appreciative Inquiry</i>
	6	<i>Attracting Perfect Customers</i>
	5	<i>The Path of Least Resistance for Managers</i>

BK BUSINESS, continued

45,000+	8	<i>Your Leadership Legacy</i>
40,000+	5	<i>Cultural Intelligence</i>
	1	<i>The 4-Dimensional Manager</i>
	3	<i>Make Their Day!</i>
	10	<i>Hot Spots</i>
	9	<i>The Daily Edge</i>
	2	<i>Dare to Serve</i>
35,000+	7	<i>Negotiating the Impossible</i>
	3	<i>How to Make Collaboration Work</i>
	3	<i>Managers As Facilitators</i>
	6	<i>Intrinsic Motivation at Work</i>
	4	<i>Future Search</i>
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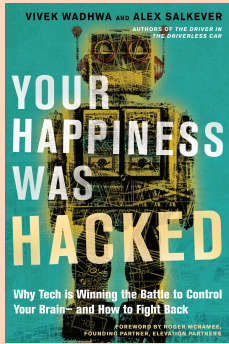


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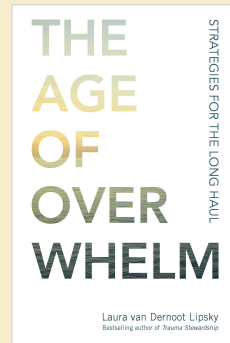
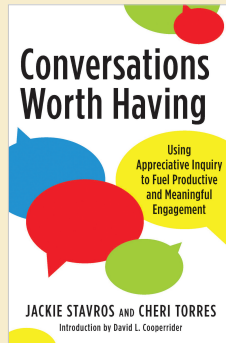
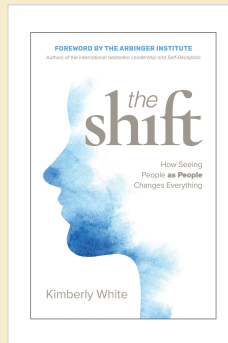
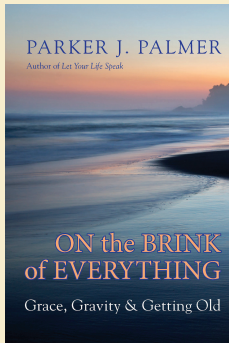
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