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That's what I expect from my team, and that's why
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— Billy Beane,
General Manager, Oakland Athletics

Harnessing the Power of **Counter**intuition

THINK**TWICE**

MICHAEL J. MAUBOUSSIN

Think Twice Harnessing The Power Of Counterintuition

Yi-Tong Ma



Think Twice Harnessing The Power Of Counterintuition:

Think Twice Michael J. Mauboussin, 2012-11-06 No matter your field industry or specialty as a leader you make a series of crucial decisions every single day And the harsh truth is that the majority of decisions no matter how good the intentions behind them are mismanaged resulting in a huge toll on organizations the people they employ and even the people they serve So why is it so hard to make sound decisions In *Think Twice* now in paperback Michael Mauboussin argues that we often fall victim to simplified mental routines that prevent us from coping with the complex realities inherent in important judgment calls Yet these cognitive errors are preventable In this engaging book Mauboussin shows us how to recognize and avoid common mental missteps These include misunderstanding cause and effect linkages not considering enough alternative possibilities in making a decision and relying too much on experts Through vivid stories the author presents memorable rules for avoiding each error and explains how to recognize when you should think twice questioning your reasoning and adopting decision making strategies that are far more effective even if they seem counterintuitive Armed with this awareness you ll soon begin making sounder judgment calls that benefit rather than hurt your organization *Think Twice* ,2010

Enchantment Guy Kawasaki, 2012-12-31 Enchantment as defined by bestselling business guru Guy Kawasaki is not about manipulating people It transforms situations and relationships It converts hostility into civility and civility into affinity It changes skeptics and cynics into believers and the undecided into the loyal Enchantment can happen during a retail transaction a high level corporate negotiation or a Facebook update And when done right it s more powerful than traditional persuasion influence or marketing techniques Kawasaki argues that in business and personal interactions your goal is not merely to get what you want but to bring about a voluntary enduring and delightful change in other people By enlisting their own goals and desires by being likable and trustworthy and by framing a cause that others can embrace you can change hearts minds and actions *Moments of Impact* Chris Ertel, Lisa Kay Solomon, 2014-02-11 *Moments of Impact* is a book on a mission to eradicate time sucking energy depleting workshops and meetings In our fast changing world organizations have important challenges and opportunities to address and no time to waste *Moments of Impact* delivers the single most useful resource for managers and leaders who need better strategic conversation now to shape the future of their organizations *Moments of Impact* is an essential guide for ambitious leaders who get assigned the hardest and most vexing strategic issues in their organizations for entrepreneurs trying to manage board expectations for social change agents pioneering new business models for community impact for hopeful educators and healthcare practitioners trying to transform slow to change industries and for enterprising students committed to tackling global challenges Drawing on decades of combined experience as innovation strategists Ertel and Solomon articulate the purpose principles and practices of well designed strategic conversations They weave together a lively and compelling mix of social science theories and research interviews with more than 100 thought leaders organization leaders and practitioners as well as dozens of anecdotes and practical cases from

diverse organizations The book also includes a sixty page Starter Kit with diagnostic questions best practices tips and suggestions and recommended readings to enable you to put the ideas to work immediately The HEAD Game Philip Mudd,2015-03-31 Become a High Efficiency Analytic Decision maker We've all been there faced with a major decision yet overwhelmed by the very data that is supposed to help us It's an all too common struggle in the digital age when Google searches produce a million results in a split second and software programs provide analysis faster than we could ever hope to read it Adapting the geopolitical and historical lessons gleaned from over two decades in government intelligence Philip Mudd an ex National Security Council staff member and former senior executive at the FBI and the CIA finally gives us the definitive guidebook for how to approach complex decisions today Filled with logical yet counterintuitive answers to ordinary and extraordinary problems whether it be buying a new home or pivoting a failing business model Mudd's HEAD High Efficiency Analytic Decision making methodology provides readers with a battle tested set of guiding principles that promise to bring order to even the most chaotic problems all in five practical steps What's the question Analysts often believe that questions are self evident but focusing on better questions up front always yields better answers later What are your drivers The human mind has a hard time juggling information so analysts need a system to break down complex questions into different characteristics or drivers How will you measure performance Once the question has been solidified and the drivers determined an analyst must decide what metrics they will use to understand how a problem and their solution to it is evolving over time What about the data Rather than looking at each bit of information on its own and up front an analyst can only overcome data overload by plugging data into their driver categories and excising anything that doesn't fit What are we missing Complex analysis isn't easy so it is imperative to assume that the process is flawed while also knowing how to check for possible gaps and errors such as availability bias halo effects and intuitive versus analytic methodologies Drawing deeply from his own harrowing experiences and mistakes in the line of duty Mudd has spent years refining and teaching his methodology to Fortune 500 companies and government organizations Now in the best selling tradition of Charles Duhigg's The Power of Habit and Oren Klaff's Pitch Anything Philip Mudd's The HEAD Game can change the way you both live and work **Summary: Think Twice** BusinessNews Publishing,2014-11-12 The must read summary of Michael Mauboussin's book Think Twice Harnessing the Power of Counterintuition This complete summary of the ideas from Michael Mauboussin's book Think Twice reveals the reasons why people sometimes make bad decisions In his book the author explains that this comes down to the mental software that is hardwired into the human brain Most of us would rather do whatever comes to mind first rather than properly calibrating the evidence which lies at hand and applying that to our decision making This summary demonstrates why you should try and think twice when making decisions in order to reduce the number of mistakes you make Added value of this summary Save time Understand key concepts Expand your knowledge To learn more read Think Twice and find out how to make better decisions in your personal and professional life □□□□□□2009□10□□ □□□□□□□□

□□□□□,2009-10-01 9 7 8 **Strategy & Business** ,2010 □□□□□□□ □□□□□□ Edward D. Hess,2023-07-01 Wells Fargo Award for Research Excellence Academy of Management AI 1 2 Intuit UPS IDEO W L Gore Associates Room Board JonJon MBA YouTuber Miula M Zen Winter YouTuber Leadnow Academy of Management Academy of Management AI JonJon MBA YouTuber Zen Leadnow Winter YouTuber Erik Brynjolffson Robert Bruner Amy C Edmondson Roger Carlile FTI Consulting Joe Timko ADP Sam Presti NBA Michael Balay Cargill Inc Terry S Brown Edens Investment Trust Jeffrey S Shuman Quest Diagnostics Jeanne Liedtka Solving Problems with Design Thinking Andy Fleming CEO Way to Grow Inc Frank H Foster managing partner Draper Fisher Jurvetson Frontier and the Gideon Hixon Fund Shane Parrish Farnam Street Weekly

More Than You Know Michael J. Mauboussin,2007-11-23 Named a best business book by BusinessWeek and best economics book by Strategy Business More Than You Know has been updated to reflect current research on investment philosophy psychology and strategy as they pertain to money management **The Success Equation** Michael J. Mauboussin,2012-10-16 Much of what we experience in life results from a combination of skill and luck From the Introduction The trick of course is figuring out just how many of our successes and failures can be attributed to each and how we can learn to tell the difference ahead of time In most domains of life skill and luck seem hopelessly entangled Different levels of skill and varying degrees of good and bad luck are the realities that shape our lives yet few of us are adept at accurately distinguishing between the two Imagine what we could accomplish if we were able to tease out these two threads examine them and use the resulting knowledge to make better decisions In this provocative book Michael Mauboussin helps to untangle these intricate strands to offer the structure needed to analyze the relative importance of skill and luck He offers concrete suggestions for making these insights work to your advantage Once we understand the extent to which skill and luck contribute to our achievements we can learn to deal with them in making decisions The Success Equation helps us move toward this goal by Establishing a foundation so we better understand skill and luck and can pinpoint where each is most relevant Helping us develop the analytical tools necessary to understand skill and luck Offering concrete suggestions about how to take these findings and put them to work Showcasing Mauboussin s trademark wit insight and analytical genius The Success Equation is a must read for anyone seeking to make better decisions in business and in life Think Twice Marcella Quinn,2024-08-23 Book Title Think Twice Why Your Thoughts Ain t Always True Book Description In Think Twice Why Your Thoughts Ain t Always True renowned thought expert Marcella Quinn delves into the complexities of the human mind exposing the pitfalls of our everyday thinking This insightful guide uncovers the hidden biases cognitive distortions and automatic assumptions that shape our thoughts and influence our decisions With real life examples practical strategies and expert advice this book will empower you to question your mental processes break free from unhelpful patterns and make more informed choices Benefits of the Book Uncover Cognitive Biases Learn how to identify and challenge the mental shortcuts that lead to flawed thinking Master Your Mind Gain tools and techniques to break free from automatic thoughts

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