

Why We Ignore
the Obvious at Our Peril

Willful Blindness

"A tour de force of
brilliant insights."
—Philip Zimbardo, author
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Willful Blindness Why We Ignore The Obvious At Our Peril

David Selby, Fumiyo Kagawa



Willful Blindness Why We Ignore The Obvious At Our Peril:

Willful Blindness Margaret Heffernan, 2011-03-01 With deft prose and page after page of keen insights Heffernan shows why we close our eyes to facts that threaten our families our livelihood and our self image and even better she points the way out of the darkness Daniel H Pink In the tradition of Malcolm Gladwell and Nassim Nicholas Taleb Margaret Heffernan's *Willful Blindness* is a tour de force on human behavior that will open your eyes Why after every major accident and blunder do we look back and say How could we have been so blind Why do some people see what others don't And how can we change Drawing on studies by psychologists and neuroscientists and from interviews with business leaders whistleblowers and white collar criminals distinguished businesswoman and writer Margaret Heffernan examines the phenomenon of willful blindness exploring the reasons that individuals and groups are blind to impending personal tragedies corporate collapses engineering failures even crimes against humanity We turn a blind eye in order to feel safe to avoid conflict to reduce anxiety and to protect prestige But greater understanding leads to solutions and Heffernan shows how by challenging our biases encouraging debate discouraging conformity and not backing away from difficult or complicated problems we can be more mindful of what's going on around us and be proactive instead of reactive

Wilful Blindness Margaret Heffernan, 2011-02-03 Fully revised and updated since its first publication in 2011 to encompass further appalling instances of wilful blindness Grenfell Tower Carillion Harvey Weinstein Windrush and many more Entertaining and compellingly argued Sunday Times A tour de force of brilliant insights Philip Zimbardo A polemic against the dangers of docility and groupthink in every walk of life Books of the Year Financial Times Writing in clear flowing prose Heffernan draws on psychological and neurological studies and interviews with executives whistleblowers and white collar criminals New York Times An engaging read packed with cautionary tales Heffernan shows why we close our eyes to facts that threaten our families our livelihood and our self image and even better she points the way out of the darkness Daniel H Pink author of *Drive* and *A Whole New Mind* Why after every major accident and blunder do we look back and ask how could we have been so blind Why do some people see what others don't And how can we change Drawing on studies by psychologists and neuroscientists and from interviews with business leaders whistle blowers and white collar criminals distinguished businesswoman and writer Margaret Heffernan examines the phenomenon of wilful blindness exploring the reasons that individuals and groups are blind to impending personal tragedies corporate collapses engineering failures even crimes against humanity We turn a blind eye in order to feel safe to avoid conflict to reduce anxiety and to protect prestige It makes us feel good at first with consequences we don't see But greater understanding leads to solutions and Heffernan shows how by challenging our biases encouraging debate discouraging conformity and not backing away from difficult or complicated problems we can be more mindful of what's going on around us and be proactive instead of reactive

The Great Exception Ian Stock, 2018-02-23 Teaching is emerging from a period when attempts were made to confine and control it

using industrial methods It has become evident that this has failed either to deliver improved educational outcomes or to capture the essential nature of a teacher s work This book by an experienced practising teacher offers an alternative interpretation of what it means to teach and proposes a perspective on the profession that represents the actual work of teachers in a fairer and more accurate way Ian Stock s gripping new book makes an unapologetically personal examination of the problems that the approaches and policies of recent years have created for the classroom teacher It is not afraid to tackle big issues such as the burden of unnecessarily heavy management It also casts doubt on the application of big data and purely theoretical approaches saying that they cannot but fail to have relevance to the intimate scale at which real education functions Instead the book proposes a small scale approach whereby the individual practitioner is both empowered and responsible for the development of their own best practice using a set of general principles discussed herein

Transforming Teamwork Diane P. Zimmerman,James L. Roussin,Robert J. Garmston,2019-08-08 Discover how psychological safety constructive conflict and actionable learning create a powerful triple helix to transform teams In this ground breaking resource three experts in the field of education and teamwork each present one of three strands that when woven together support teamwork and forge collaborative interactions into a transformative way of working You ll learn approaches processes and tools to overcome common obstacles to team effectiveness such as feelings of futility anxiety and poor morale Drawing on research and practical experience the authors identify strategies and tools that show how to Build psychological safety where teams work towards resilient interpersonal relationships Use constructive conflict as a powerful catalyst for team learning and transformation Inquire into problems of practice to transform capabilities and produce actionable learning Acquire ways to develop mindful thoughtful and constructive teams where authentic communication drives group awareness and clear processes and goals Acquire ways to develop mindful thoughtful and constructive teams where authentic communication drives group awareness and clear processes and goals

Security in Infrastructures

Juan Carlos Fernández,J. Martin Ramirez,2016-06-22 This volume offers an interdisciplinary and global perspective on aspects of security and defence with a special focus on the protection of social infrastructures in the face of various forms of violence It examines some multi faceted solutions and stresses the need to approach the problem from many disciplines The optimistic conclusion from this work is that there are concrete and specific ways to address conflict and violence and the importance of being alert in order to prevent their eventual negative consequences This work integrates and synthesises theory research and public policy analysis in an effort to solve the complex questions and problems presented by this topic and focuses on a range of topics including militia and police law diplomacy aggression and conflict studies and psychology This encourages a broader perspective and thought process global collaboration and cooperation and an integrated synthesis of knowledge It broadens the conceptualisation of the phenomena under discussion and links them with tangible examples This book represents an important resource for researchers and students of security and defence violence and peace as well

as anyone with an interest in studying methods of protecting critical infrastructures and more specifically of probable the most important social infrastructure the people reducing the threats of terrorism from a psychological approach Just Financial Markets? Lisa Herzog, 2017-04-07 Well functioning financial markets are crucial for the economic well being and the justice of contemporary societies The Great Financial Crisis has shown that a perspective that naively trusts in the self regulating powers of free markets cannot capture what is at stake in understanding and regulating financial markets The damage done by the Great Financial Crisis including its distributive consequences raises serious questions about the justice of financial markets as we know them This volume brings together leading scholars from political theory law and economics in order to explore the relation between justice and financial markets Broadening the perspective from a purely economic one to a liberal egalitarian one the volume explores foundational normative questions about how to conceptualize justice in relation to financial markets the biases in the legal frameworks of financial markets that produce unjust outcomes and perspectives of justice on specific institutions and practices in contemporary financial markets Written in a clear and accessible language the volume presents analyses of how financial markets should function and how the Great Financial Crisis came about proposals for how the structures of financial markets could be reformed and analysis of why reform is not happening at the speed that would be desirable from a perspective of justice Makers and Takers Rana

Foroohar, 2017-09-12 Is Wall Street bad for Main Street America A well told exploration of why our current economy is leaving too many behind The New York Times In looking at the forces that shaped the 2016 presidential election one thing is clear much of the population believes that our economic system is rigged to enrich the privileged elites at the expense of hard working Americans This is a belief held equally on both sides of political spectrum and it seems only to be gaining momentum A key reason says Financial Times columnist Rana Foroohar is the fact that Wall Street is no longer supporting Main Street businesses that create the jobs for the middle and working class She draws on in depth reporting and interviews at the highest rungs of business and government to show how the financialization of America the phenomenon by which finance and its way of thinking have come to dominate every corner of business is threatening the American Dream Now updated with new material explaining how our corrupted financial system propelled Donald Trump to power Makers and Takers explores the confluence of forces that has led American businesses to favor balance sheet engineering over the actual kind greed over growth and short term profits over putting people to work From the cozy relationship between Wall Street and Washington to a tax code designed to benefit wealthy individuals and corporations to forty years of bad policy decisions she shows why so many Americans have lost trust in the system and why it matters urgently to us all Through colorful stories of both Takers those stifling job creation while lining their own pockets and Makers businesses serving the real economy Foroohar shows how we can reverse these trends for a better path forward The War Within - Between Good and Evil Bhimeswara Challa, The human has always prided himself as an exceptional moral species but has always been haunted

by two questions Why am I not good when I want to be why do I do bad when I don't want to This is at the heart of what scriptures and sages have long alluded to as the eternal internal struggle between good and evil that wages in the human consciousness The book posits that much of our confusion and angst stems from our inability to recognize the ramifications of this war between two sides of our own self It is because we are ignoring this war between two sides of our own self It is because we are ignoring this war that we are losing all other wars of the world That ignorance is the primary source of all the horrors malevolence and violence that fill us with so much dread But a favorable outcome is possible only if the forces of goodness are aided to get an upper hand consistently and that calls for two cathartic changes consciousness change by inducing a turn from the mind to the heart and contextual change by radically reconstructing the roles of morality money and mortality in our everyday lives The book offers a menu of insights and options we all can use to tilt the scales in the war waging inside each of us

The Principles and Practices of Solo Training Dr. Guy Windsor, 2023-09-14 EVERYONE WANTS TO ADD YEARS TO THEIR LIFE BUT EVERYONE NEEDS TO ADD LIFE TO THEIR YEARS One of the world's foremost experts in historical swordfighting and martial arts systems Dr Guy Windsor wants to teach you how to maximize your personal development and live up to your true potential in training in martial arts and in life even when training solo Using simple straightforward and above all achievable principles of action Dr Windsor can help you establish a solid foundation for mechanics and training in your own martial arts practices as well as teaching you best practices to achieve excellence in life Whether you are searching for ways to improve your combat and martial arts training hope to increase your physical fitness or simply want to find a better mindset for living life The Principles and Practices of Solo Training is for you Join Dr Windsor as he teaches you how to USE MENTAL IMAGERY to improve your training effectiveness FIND GREATER HEALTH as you progress UNDERSTAND THE IMPORTANCE of and best way to set goals IMPROVE YOURSELF even when dealing with physical or psychological impediments AND MORE With profound insight unparalleled expertise and good old fashioned common sense Dr Windsor is the perfect guide for your journey of self improvement Whether you are a master of the martial arts trying to add that last critical edge to your skills or a beginner who has never thrown a punch or picked up a sword The Principles and Practices of Solo Training will help you find and master the hidden potential within

The Director and The Manager David S. Fushtey, 2019-02-01 Machiavelli Had it Easy is an engaging text for the emerging discipline of governance Gaps arise when directors and managers come together from diverse vocational and cultural languages and interests Compressed information streams in the digital age yet few reconcile silos of business legal expertise and regulatory public interests for informed decisions This text presents research and a market tested decision framework for comparative law market practice and human nature in the vital strategic oversight role of governance Informed by cognitive science business practice and legal duties one conclusion is that bias and self interests are instinctive but reconciling best interests is not Too often lessons learned from centuries of law are overlooked The chapters are a dozen

inquiries into recurring problems in the boardroom Part one is an entry level technical reference of law and governance principles Unique appendices of keywords and case notes will aid those new to markets governed by the western rule of law and those tripping on gaps in comparative jargon Part two is a series of practical hot topics in the context of law and governance part three looks to next steps in accountability and liability The text will help accountants engineers lawyers and business operations and market policy experts from around the world work together and professors professionals and students anticipate change After drilling through accountability and liability for hybrid organizations typical crises are revealed to be from a lack of aligning interests and related information churn Conclusions of the how and why of governance systems link the human condition and the rule of law in the digital age *Handbook of Research on Student-Centered Strategies in Online Adult Learning Environments* Fitzgerald, Carlton J.,Laurian-Fitzgerald, Simona,Popa, Carmen,2018-06-08 As traditional classroom settings are transitioning to online environments teachers now face the challenge of using this medium to promote effective learning strategies especially when teaching older age groups Because adult learners bring a different set of understandings and skills to education than younger students such as more job and life experiences the one size fits all approach to teaching does not work thus pushing educators to create a student centered approach for each learner The Handbook of Research on Student Centered Strategies in Online Adult Learning Environments is an important resource providing readers with multiple perspectives to approach issues often associated with adult learners in an online environment This publication highlights current research on topics including but not limited to online competency based education nontraditional adult learners virtual classrooms in public universities and teacher training for online education This book is a vital reference for online trainers adult educators university administrators researchers and other academic professionals looking for emerging information on utilizing online classrooms and environments in student centered adult education *Leaders* Ulrich Zwygart,2014-08-03 Ulrich F Zwygart offers an essential insight to the financial crisis that provides ample food for thought He criticizes homo oeconomicus the model of individual rationality and contrasts it with the ideal of critical reflective rationality This is about reason based thinking that involves a limitation of one s own activities and the evaluation of the subsequent cost of decisions The author introduces twelve famous managers from the financial services such as Richard Fuld Fred Goodwin Jon Corzine and Marcel Ospel analyzes their actions based on neurological findings social and cultural science psychological and economic insights and describes conflicting challenges such as egomania eroticism experiences emotions one dimensionality successes agents and rapture Subsequently he raises the question of responsibility Who is accountable for the development of top managers and how can ethical conduct be implemented in the field of management **The 100-Year Life** Lynda Gratton,Andrew J. Scott,2020-05-28 What will your 100 year life look like A new edition of the international bestseller featuring a new preface Brilliant timely original well written and utterly terrifying Niall Ferguson Does the thought of working for 60 or 70 years fill you with dread Or can you

see the potential for a more stimulating future as a result of having so much extra time Many of us have been raised on the traditional notion of a three stage approach to our working lives education followed by work and then retirement But this well established pathway is already beginning to collapse life expectancy is rising final salary pensions are vanishing and increasing numbers of people are juggling multiple careers Whether you are 18 45 or 60 you will need to do things very differently from previous generations and learn to structure your life in completely new ways The 100 Year Life is here to help Drawing on the unique pairing of their experience in psychology and economics Lynda Gratton and Andrew J Scott offer a broad ranging analysis as well as a raft of solutions showing how to rethink your finances your education your career and your relationships and create a fulfilling 100 year life How can you fashion a career and life path that defines you and your values and creates a shifting balance between work and leisure What are the most effective ways of boosting your physical and mental health over a longer and more dynamic lifespan How can you make the most of your intangible assets such as family and friends as you build a productive longer life In a multiple stage life how can you learn to make the transitions that will be so crucial and experiment with new ways of living working and learning Shortlisted for the FT McKinsey Business Book of the Year Award and featuring a new preface The 100 Year Life is a wake up call that describes what to expect and considers the choices and options that you will face It is also fundamentally a call to action for individuals politicians firms and governments and offers the clearest demonstration that a 100 year life can be a wonderful and inspiring one

Operational Risk Management Ariane Chapelle, 2019-02-04 OpRisk Awards 2020 Book of the Year Winner The Authoritative Guide to the Best Practices in Operational Risk Management Operational Risk Management offers a comprehensive guide that contains a review of the most up to date and effective operational risk management practices in the financial services industry The book provides an essential overview of the current methods and best practices applied in financial companies and also contains advanced tools and techniques developed by the most mature firms in the field The author explores the range of operational risks such as information security fraud or reputation damage and details how to put in place an effective program based on the four main risk management activities risk identification risk assessment risk mitigation and risk monitoring The book also examines some specific types of operational risks that rank high on many firms risk registers Drawing on the author's extensive experience working with and advising financial companies Operational Risk Management is written both for those new to the discipline and for experienced operational risk managers who want to strengthen and consolidate their knowledge

Think and Eat Yourself Smart Dr. Caroline Leaf, 2016-03-29 Science is beginning to understand that our thinking has a deep and complicated relationship with our eating Our thoughts before during and after eating profoundly impact our food choices our digestive health our brain health and more Yet most of us give very little thought to our food beyond taste and basic nutritional content In this revolutionary book Dr Caroline Leaf packs an incredible amount of information that will change readers eating and thinking habits for the better Rather than

getting caught up in whether we should go raw or vegan gluten free or paleo Leaf shows readers that every individual is unique has unique nutritional needs and has the power to impact their own health through the right thinking There s no one perfect solution Rather she shows us how to change the way we think about food and put ourselves on the path towards health Anyone who is tired of traditional diet plans that don t work who struggles with emotional eating or who simply isn t satisfied with their level of health will find in this book the key to discovering how they can begin developing a healthier body brain and spirit

Public Service Ethics James S. Bowman,Jonathan P. West,2021-09-14 The study and practice of ethics in all its exemplary and execrable forms matter now more than ever It deals with one of the most gripping questions in life What is the right thing to do Public Service Ethics Individual and Institutional Responsibilities Third Edition introduces readers to this personally relevant and professionally challenging field of study No matter the topic the necessity of ethics intriguing human behavior experiments provocative approaches to decision making new theories to understand ethical actions the role of ethics codes whistleblowing incidents corruption expos s and the grandeur as well as decay of morality there is no shortage of controversy This book discusses these issues explains how they arise and suggests what can be done about them The authors make the narrative user friendly and accessible by highlighting dilemmas challenging readers to resolve them and enticing them to go beyond the text to discover and confront new issues New to this Third Edition Exploration of fascinating and important new topics such as the Green New Deal Black Lives Matter oaths of office classroom dishonesty state corruption the Biden administration and the ethical challenges of the COVID 19 pandemic and response In depth profiles of newsworthy figures including Michael Flynn Alexander Vindman Anthony Fauci and John Lewis All new case studies drawing on actual and hypothetical events to give students an opportunity to apply concepts and analytical frameworks All new end of chapter discussion questions and exercises to encourage students to think more deeply about ethical issues The authors conversational writing style invites readers to annotate pages with their own ideas experiences comparisons and insights bolstering students confidence and ultimately preparing them for the ethical problems they will face in their own careers This lively and thorough new edition is required reading for all public administration and public policy students

Sustainability Frontiers David Selby,Fumiyo Kagawa,2014-12-15 Education for sustainable development the educational offshoot of the concept of sustainable development has rapidly become the predominant educational response to the global environmental crisis The authors apply a critical lens to the field and find it wanting in many regards Sustainability Frontiers is an international academic non governmental organization based in Canada and the United Kingdom It engages in research and innovation in the broad fields of sustainability and global education challenging dominant assumptions and current orthodoxies as it seeks to foster learner empowerment and action It places particular emphasis on climate change disaster risk reduction and peacebuilding and their implications for the nature and directions of sustainability education

Waking the Frog Tom Rand,2014-04-01 A provocative and compelling look at how we can

achieve both economic growth and environmental sustainability Columbus Dispatch A venture capitalist entrepreneur and engineer Tom Rand looks to contemporary psychology economics business and finance to explain our difficulty in confronting one of the most fundamental problems of our time Rand s account doesn t just point fingers at the bad guys but goes deeper to our motivations institutional lethargy and deeply buried assumptions about market economics Waking the Frog reveals that our ingenuity technology capital and policy can work together to turn down the heat and at the same time enable the largest economic opportunity of the twenty first century There are a plethora of books on climate disruption Read this one Waking the Frog has breadth science practice enterprise and vision Paul Hawken author of Blessed Unrest *The Ethical Case against Animal Experiments* Andrew Linzey, Clair Linzey, 2017-12-21 At present human beings worldwide are using an estimated 115 3 million animals in experiments a normalization of the unthinkable on an immense scale In terms of harm pain suffering and death animal experiments constitute one of the major moral issues of our time Given today s deeper understanding of animal sentience the contributors to this volume argue that we must afford animals a special moral consideration that precludes their use in experiments The Ethical Case against Animal Experiments begins with the Oxford Centre for Animal Ethics s groundbreaking and comprehensive ethical critique of the practice of animal experiments A second section offers original writings that engage with and elaborate on aspects of the Oxford Centre report The essayists explore historical philosophical and personal perspectives that range from animal experiments in classical times to the place of necessity in animal research to one researcher s painful journey from researcher to opponent A devastating look at a contemporary moral crisis The Ethical Case against Animal Experiments melds logic and compassion to mount a powerful challenge to human cruelty [The National Mind](#) Deniz T. Kılınçoğlu, 2024-07-10 The National Mind argues that understanding the power of nationalism requires probing into its cognitive and emotional influence on our everyday perceptions feelings beliefs and behavior Focusing particularly on the impact of canonical national narratives on thinking and feeling norms in society it develops an interdisciplinary cognitive approach to the question of how nationalism shapes our minds and eventually our world It derives insights from longstanding philosophical and scholarly debates on the social nature of knowledge and feeling as well as recent cognitive research on emotions and the perception of reality Grounding its theoretical investigation in empirical observations about a prominent non Western case namely contemporary Turkey The National Mind demonstrates how nationalist narratives and conceptions dominate our social and political common sense at both societal and global levels It offers a comprehensive and original interpretation of how the national mind operates in everyday experiences This groundbreaking book will appeal to students and scholars of psychology philosophy politics history sociology and nationalism studies

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Willful Blindness Why We Ignore The Obvious At Our Peril Introduction

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