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(1) "Think twice" to avoid errors in judgment and decision making, especially in situations where stakes are high. (2) Learn from the experiences of others in similar situations (making use of statistics when possible), rather than relying only on your own perspective, and don't be excessively optimistic about expecting to beat the odds.

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They meet annually in an undisclosed location to vote on the direction of humanity's intellectual discourse. Every vote is unanimous. Kidding aside if you have. There is a secret author's fraternity with the rule of siting each of the following at least once in each work: Taleb, Tetlock, Kahneman (and Tversky).

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In "Think Twice," Michael Mauboussin shows you how to recognize-and avoid-common mental missteps, including: (1) Misunderstanding cause-and-effect linkages. (2) Aggregating micro-level behavior to...

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Think Twice: Harnessing the Power of Counterintuition ...

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.

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.

Leaders in business, medicine, law and government make crucial decisions every day. The harsh truth is that they mismanage many of those choices, even though they have the right intentions. Why is it so hard to make sound decisions? Mauboussin offers powerful rules for avoiding error.

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

Think Twice: Harnessing the Power of Counterintuition ...

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

Are you just hanging in there? Have life's curveballs thrown you off balance? Do you feel as if your life is going sideways? Bestselling author, leadership coach, and former Yahoo! executive Tim Sanders knows how you feel. His father's unexpected death put him in a downward spiral for fifteen years—what he calls his "sideways years." In 1996, a photo of a dusty water tower in Texas finally got his attention. That's when he realized he needed to go home to his rock—his grandmother Billye, who had taken him in when he was four and raised him as her own. Rediscovering the lessons she had taught him as a child turned Tim's life around and, in less than four years, catapulted him to financial security and an officer-level role at an S&P 500 company at the center of the Internet revolution. Today, his promise to himself is "I will never forget those lessons. The price is too high." Join Tim as he rediscovers the classic principles of confident living that some of the most successful and joyful people you know live by.

Arien Mack and Irvin Rock make the radical claim that there is no conscious perception of the visual world without attention to it. Many people believe that merely by opening their eyes, they see everything in their field of view; in fact, a line of psychological research has been taken as evidence of the existence of so-called preattentional perception. In Inattentional Blindness, Arien Mack and Irvin Rock make the radical claim that there is no such thing -- that there is no conscious perception of the visual world without attention to it. The authors present a narrative chronicle of their research. Thus, the reader follows the trail that led to the final conclusions, learning why initial hypotheses and explanations were discarded or revised, and how new questions arose along the way. The phenomenon of inattentional blindness has theoretical importance for cognitive psychologists studying perception, attention, and consciousness, as well as for philosophers and neuroscientists interested in the problem of consciousness.

High Performing Investment Teams "Although most leaders agree teamwork is important, few businesses effectively build collaborative, synchronized teams. High Performing Investment Teams is an excellent guidepost for any manager striving to create a winning team and develop bench strength for the future." —John W. Rogers Jr., Chairman and Chief Executive Officer, Ariel Capital Management, LLC "Turning individual talent into team performance is the ultimate challenge for an investment organization, but also the key to building a sustainable investment franchise. Focus Consulting has captured the essence of how to leverage your intellectual capital for maximum and enduring success." —Michelle R. Seitz, CFA, Principal, Head of Investment Management, Executive Committee Member, William Blair & Company, LLC "Focus Consulting's work on behaviors of top teams is clear, effective, and practical. We recommend it highly for investment firms that are serious about world-class collaboration." —Terry Toth, President, Northern Trust Global Investments "Focus Consulting really understands that attracting and motivating talented people makes all the difference for asset managers. Their work is based on years of experience helping investment firms build strong cultures with productive behaviors." —Scott Powers, Chief Executive Officer, Old Mutual Asset Management "Focus Consulting understands the people aspect of the investment business. They know the investment business and how to make collaboration work." —Harin de Silva, PhD, CFA, President, Analytic Investors

Markets in Profile explores the confluence of three disparate philosophical frameworks: the Market Profile, behavioral finance, and neuroeconomics in order to present a unified theory of how markets work. The Market Profile is an ever-evolving, multidimensional graphic that gives visual form to the market's continuing auction process, revealing the myriad underlying dynamics that influence market activity. Behavioral finance posits that investors are driven more by emotional factors and the subjective interpretation of minutia than by "rationality" when making investment decisions. And neuroeconomics is the study of how investor psychology permeates and affects the financial markets. Mr. Dalton explicates the ways in which irrational human behavior influences the market's natural auction process, creating frequently predictable market structure, which results in opportunities for investors to ameliorate risk. The book will improve investors ability to interpret change in markets, enabling better, more confident investment decisions.

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