



The Realm of the Business Book

In the Books
2012

Why use 800ceoread?

It's a fair question and we're glad you asked. Book behemoths such as Amazon, Barnes & Noble, and even Wal-Mart throw a vast shadow, so it's not always easy to see the value of using a specialty book retailer like 800-CEO-READ. But we offer great benefits and even better service to our authors and other partners.

Customer Service

Perhaps the single most important thing we do is manage your orders personally: Any questions? Just call. We'll get your books where they need to be, when and how you need them. {See Roy Normington and Meg Bacik on page 26. No one else has facilitated the movement of more books from place to place over the last 15 years.}

Logistics

We excel at managing high-touch orders of over 10 books. You may need 100 books to arrive by a certain date. Or you may need 1,000 books to arrive at multiple locations over the course of two months. Or you may want to send a copy of your book to 200 individual recipients. No problem.

Pricing

We often offer deep discounts on non-returnable bulk orders on a case by case basis. Just ask.

Recognition

To help get books noticed and the sales accurately tracked, we report our sales to *The New York Times* and Nielsen Bookscan every week. We also report our own monthly bestseller list is syndicated through the McClatchy-Tribune News Service that distributes to media sources across the country. {We've published our yearly list here on page 27.}

We
believe
in
books.

As we all continue to feel business and economics intimately affect our lives, and see how we as individuals and communities can affect business in return, the realm of the business book continues to expand.

It's odd to feel the urge to defend books, to stand up for their worth in society. As a book retailer, it sometimes feels like a desperate act, as if we're doing it for our own survival rather than based on the merits.

Maybe it's because we began life as the nerdy younger sister to a hip, literary sister bookstore. Perhaps it is because, at one of our recent author events, an attendee walked right past the *free* book we were offering, gruffly saying "nobody reads books anymore." Mind you, this was at an author event he was attending, so he thought the ideas being presented were valuable—just apparently not in book form.

Robert J. Shiller
Finance and the Good Society

But the merits of the book are so clearly there to defend. Robert J. Shiller put it succinctly in the introduction to his book *Finance and the Good Society*:

"I am a big believer in achieving understanding through books, not just scholarly articles in professional journals, since I believe that **the more comprehensive discussion of a topic that books permit ultimately leads to a broader understanding of any subject.** [...] I believe it is impor-

tant for all readers, including my professional colleagues, to spend time with whole, readable books on broad topics rather than just the specialized scholarly literature. **I do not think of these books as popularizers, but as synthesizers, originators, provokers, and inducers."**

This is exactly what good business books can do. And as the business genre continues to grow beyond self-help, industry books, how-to guides, and fables to include pop psychology, cognitive science, creativity and innovation, current events, and almost everything else under the sun, more and more people are picking up and embracing business books for that very reason.

We are not going to suggest that all of the approximately 12,263 business books published last year (as estimated by Bowker) are worth the time it takes to read them. The great majority probably are not. But there are so many that are, and if you find the right one it can change your life. If you write the right one, it can change the world. That sounds hyperbolic, but we've seen it happen over and over again. Consider just three authors—Stephen Covey, Roger Fisher, and Zig Ziglar. Sadly, each of these authors passed away in 2012. But, before they left us, each of them wrote books we featured in our book, *The 100 Best Business Books of All Time*.



Roger Fisher's *Getting to Yes: Negotiating Agreement Without Giving In* has sold millions of copies and been translated into 36 languages, touching lives all over the world, and his efforts extend beyond even that. His ideas and efforts changed the trajectory of the Cold War and many other conflicts around the world.



In 1979, Secretary of State Cyrus Vance sought his counsel before the Camp David meetings between Jimmy Carter, Egyptian President Anwar El Sadat, and Israeli Prime Minister Menachem Begin. Fisher's suggestion of "a single negotiating text"

method would eventually lead to a lasting peace agreement between Egypt and Israel—the first and only of its kind.

In 1985, he helped convince President Reagan's staff members that getting Soviet leader Mikhail Gorbachev and Reagan in the same room to build relations was more important than pushing a specific agenda, leading to their historic summit meeting in 1986 and the INF Treaty in 1987.



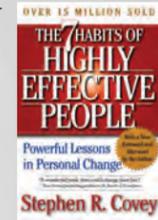
And, in 1991, Fisher and some of his former students led workshops with both the Afrikaner cabinet and the African National Congress negotiating committee in South Africa that would eventually lead to the talks that ended apartheid.

Zig Ziglar's many books and tapes on sales have been translated into over thirty-eight languages, and he has taught generations of salespeople how to be more effective in their jobs. His most famous book, *Secrets of Closing the Sale*, may well be the best guide to the subject ever written.

He once said "People often say that motivation doesn't last. Well, neither does bathing—that's why we recommend it daily." And he logged over five million miles roaming the world's surface to deliver that motivation, touching millions of lives along the way.

Photos from the Wikimedia Commons

Stephen Covey's seminal book, *The Seven Habits of Highly Effective People*, changed the business book landscape forever. It was a book that introduced us to the concept of paradigm shifts in our lives, and it shifted the paradigm of the entire industry. It has been translated into almost 40 languages and sold more than 25 million copies worldwide.



Our founder and president Jack Covert sent the entire office an email when news of his death came over the wires. The subject line read, "This is a big deal." And it was, and is, a big deal, but his wisdom and work will resonate long after him. A lot of business books can improve your career or help you change your business. Covey's, like Fisher's and Ziglar's books, will change your life.

These three individuals passing from the world leaves us with three less men of character, but their existence helped build the character and careers of millions of others. Each of them, though they're probably not household names, have changed the world individual reader by individual reader. And judging by the outpouring of tributes on social media and elsewhere, those readers are vast and diverse and committed.

The pithy attendee who refused the free book at our event was wrong. People do still read books. More people than ever before are writing books, and there are more business books being published each and every year.

We know books can change lives. The trick is in finding the right one for you. And we're here to help.

B.

800-CEO-READ
BUSINESS
BOOK
AWARDS 2012

Of the thousands of books published in 2012, we think these 40 lead the way as “synthesizers, originators, provokers, and inducers” of business thought and action.

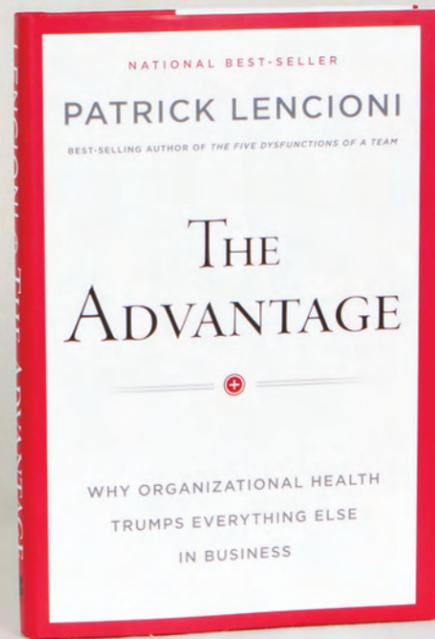
8 THE 800-CEO-READ BUSINESS BOOK OF THE YEAR

BEST IN CATEGORY WINNERS:

- 9 General Business
- 10 Leadership
- 11 Management
- 12 Marketing & Sales
- 13 Entrepreneurship & Small Business
- 14 Personal Development
- 15 Innovation & Creativity
- 16 Finance & Economics



The 800-CEO-READ BUSINESS BOOK of the YEAR



The Advantage

Patrick Lencioni

Jossey-Bass, ISBN 9780470941522

Patrick Lencioni is one of the big hitters in business books, so it's not surprising that he would eventually write the best business book of the year. What may surprise many is that it wouldn't be a fable. His previous books have all used fictional premises to drive home his business lessons. *The Advantage* is a more straight-forward book, well-stocked with advice on getting things right in your organization before they become wrong. Because if, or rather when, things do go wrong, the organization's health will be strong enough to withstand and endure the assault. Therein lies *The Advantage*, and why we chose this book as our 2012 Book of the Year.



“If its revenue were counted as strictly as gross domestic product, the corporation would rank as the twenty-first largest nation-state in the world. [...] As Lee Raymond told his colleagues, ‘If we haven’t gotten to “economy of scale,” we’re never going to find it.’ He was optimistic. Oil prices were rising again. ‘It’s a great time to be ExxonMobil,’ he declared.” *Private Empire*, page 66

BEST LEADERSHIP BOOK

Private Empire: Exxon Mobil and American Power

Steve Coll

The Penguin Press, ISBN 9781594203350

Steve Coll's case study detailing the extraordinary operation of ExxonMobil is an impartial peek into a world that, for most, is and always will be as opaque as the dense black matter they deal in. Readers are privy to a wealth of insider stories, and along the way Coll's narrative manages to impart some of the worldly wisdom that helps the corporation stay so successful. There's nothing small about *Private Empire*: big money, big oil, big drama, 700 pages. Coll's austere narrative is the most modest element present. But the publication of *Private Empire* could not be timelier; one can't resist wondering how the most consistently profitable corporation in the U.S. will transform and be transformed by the changing energy market.

RUNNERS UP

Outside In: The Power of Putting Customers at the Center of Your Business

Harley Manning & Kerry Bodine

New Harvest, ISBN 9780547913988

The Pirate Organization: Lessons from the Fringes of Capitalism

Rodolphe Durand & Jean-Philippe Vergne

Harvard Business Review Press, ISBN 9781422183182

Platform: Get Noticed in a Noisy World

Michael Hyatt

Thomas Nelson, ISBN 9781595555038

Plutocrats: The Rise of the New Global Super-Rich and the Fall of Everyone Else

Chrystia Freeland

The Penguin Press, ISBN 9781594204098



“The chaos we think we feel is actually a laughing, singing, dancing, and remarkable order of its own. If we can only find a way to embrace this, the businesses we build would be the kind that feed the heart and soul of everyone who comes into contact with them. This is real-life strategy, this is joyful culture, this is a committed customer, and this is the essence of a business that’s truly alive.” *The Commitment Engine*, page 1

“The single greatest advantage any company can achieve is organizational health. Yet it is ignored by most leaders even though it is simple, free, and available to anyone who wants it.” *The Advantage*, page 1

BEST LEADERSHIP BOOK

The Commitment Engine: Making Work Worth It

John Jantsch
Portfolio, ISBN 9781591844877

Small business guru John Jantsch knows the importance of personal commitment, but from owning his own business and studying others, he knows that it’s just as important to generate commitment to your business, to your ideas and values, your story, your products and services, in others—particularly in your employees and customers, but also in the businesses you partner with. If you can set a clear purpose and build a business that generates commitment to it in others, then you can let go of the controls and watch as your business seemingly runs itself.

RUNNERS UP

The Pause Principle: Step Back to Lead Forward

Kevin Cashman
Berrett-Koehler, ISBN 9781609945329

Talk, Inc.: How Trusted Leaders Use Conversation to Power Their Organizations

Boris Groysberg & Michael Slind
Harvard Business Review Press, ISBN 9781422173336

Turn the Ship Around: How to Create Leadership at Every Level

L. David Marquet
Greenleaf Book Group, ISBN 9781608323746

Vital Voices: The Power of Women Leading Change Around the World

Alyse Nelson
Jossey-Bass, ISBN 9781118184776

BEST MANAGEMENT BOOK

The Advantage: Why Organizational Health Trumps Everything Else in Business

Patrick Lencioni
Jossey-Bass, ISBN 9780470941522

Dropping his usual parable style of writing, Lencioni unleashes a direct, non-fiction book that cuts through the important yet rarely addressed issue of interpersonal barriers within organizations. By deconstructing these barriers (and Lencioni shows us how), we can reach organizational health, which, according to the book, trumps everything else in business. We agree.

RUNNERS UP

All In: How the Best Managers Create a Culture of Belief and Drive Big Results

Adrian Gostick & Chester Elton
Free Press, ISBN 9781451659825

Judgment on the Front Line: How Smart Companies Win by Trusting Their People

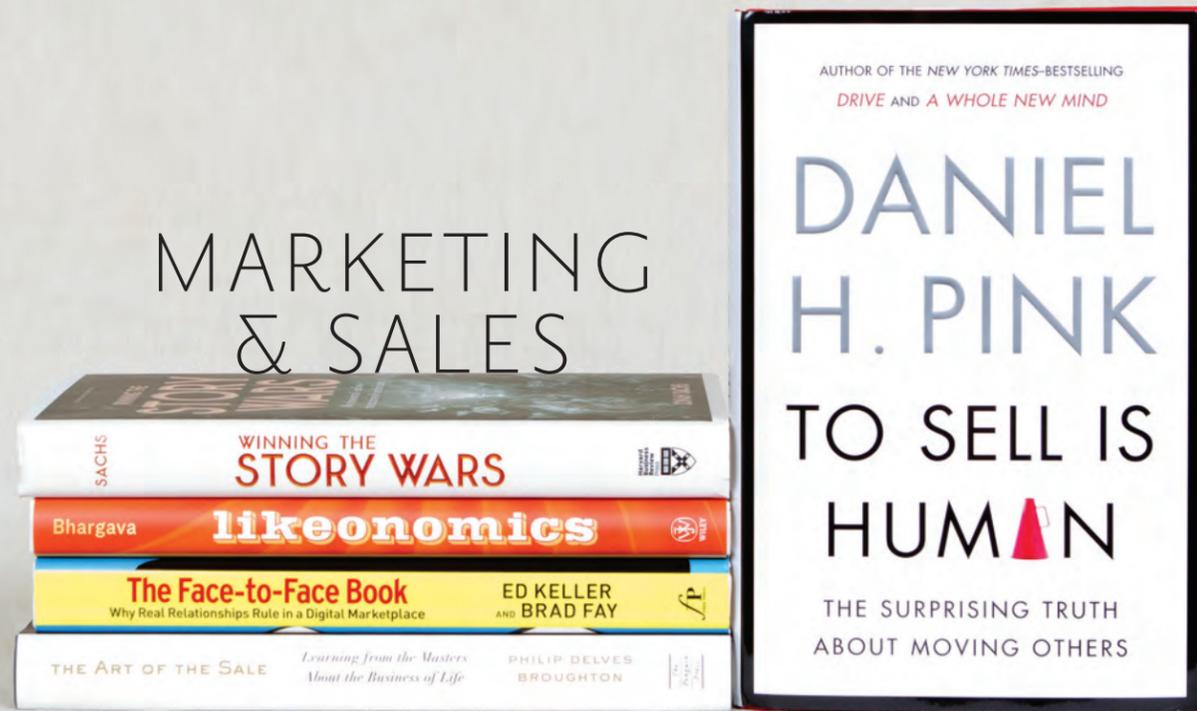
Christopher DeRose & Noel Tichy
Portfolio, ISBN 9781591843887

The Reinventors: How Extraordinary Companies Pursue Radical Continuous Change

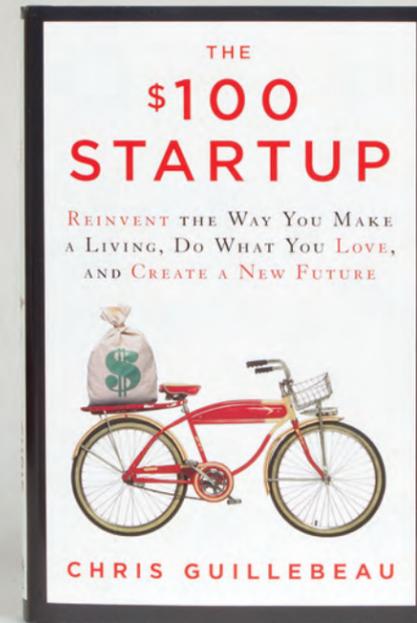
Jason Jennings
Portfolio, ISBN 9781591844235

Uncommon Service: How to Win by Putting Customers at the Core of Your Business

Frences Frei & Anne Morriss
Harvard Business School Press, ISBN 9781422133316



MARKETING & SALES



ENTREPRENEURSHIP & SMALL BUSINESS



“Some of you, no doubt, are selling in the literal sense—convincing existing customers and fresh prospects to buy casualty insurance or consulting services or homemade pies at the farmers’ market. But all of you are likely spending more time than you realize selling in a broader sense—pitching colleagues, persuading funders, cajoling kids. Like it or not, we’re all in sales now.” *To Sell is Human*, page 2

“If you have a group of interested people but nothing to sell, you don’t have a business. If you have something to sell but no one willing to buy it, you don’t have a business. In both cases, without a clear and easy way for customers to pay for what you offer, you don’t have a business. Put the three together, and congratulations—you’re an entrepreneur.” *The \$100 Startup*, page 18

BEST MARKETING & SALES BOOK

To Sell Is Human: The Surprising Truth About Moving Others

Daniel H. Pink
Riverhead Books, ISBN 9781594487156

With the emergence of sites such as Amazon, YELP, Expedia, and Groupon, people think that we no longer need to sell or be sold to—that these electronic resources can help us find everything that we are looking for on our own. In *To Sell is Human*, Dan Pink not only demonstrates just how wrong this view is, but shows us that there is a new approach to moving people that involves three very human qualities and three surprising skills. Pink’s in-depth study offers a fresh, perceptive, and—most importantly—practical look at the art and science of selling, and his insightful observations on sales will transform how you think about what you do at work, at school, and at home.

RUNNERS UP

The Art of the Sale: Learning from the Master About the Business of Life
Philip Delves Broughton
The Penguin Press, ISBN 9781594203329

The Face-To-Face Book: Why Real Relationships Rule in a Digital Marketplace
Ed Keller & Brad Fay
Free Press, ISBN 9781451640069

Likeonomics: The Unexpected Truth Behind Earning Trust, Influencing Behavior, and Inspiring Action
Rohit Bhargava
John Wiley & Sons, ISBN 9781118137536

Winning the Story Wars: Why Those Who Tell—And Live—The Best Stories Will Rule the Future
Jonah Sachs
Harvard Business Review Press, ISBN 9781422143568

BEST ENTREPRENEURSHIP & SMALL BUSINESS BOOK

The \$100 Startup: Reinvent the Way You Make a Living, Do What You Love, and Create a New Future

Chris Guillebeau
Crown Business, ISBN 9780307951526

This book is not about getting rich, and it’s not about being on the “leading edge.” It’s just a very well written guide to independence via entrepreneurship. Guillebeau offers insights on how to break away from the conventional workforce, but he augments his guidance with very relatable anecdotes and case studies that entertain, excite, and educate. *The \$100 Startup* does offer cases in which people have made quite a bit of money, but the goal of the book is always to teach readers how to be self-supporting. This is the everyman’s guide to entrepreneurship.

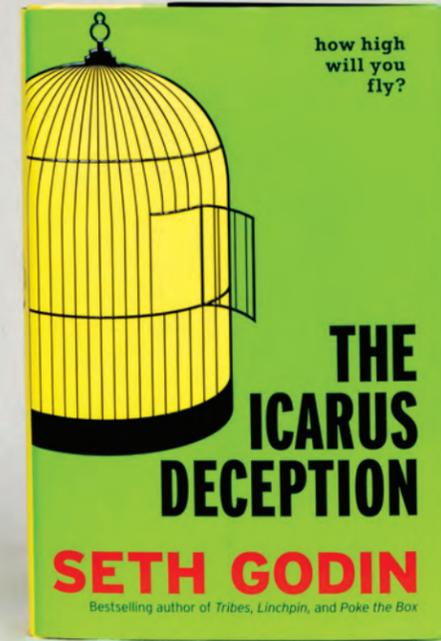
RUNNERS UP

The 20% Doctrine: How Tinkering, Goofing Off, and Breaking the Rules at Work Drive Success in Business
Ryan Tate
HarperBusiness, ISBN 9780062003232

The Good Food Revolution: Growing Healthy Food, People, and Communities
Will Allen with Charles Wilson
Gotham Books, ISBN 9781592407101

Just Start: Take Action, Embrace Uncertainty, Create the Future
Leonard A. Schlesinger & Charles F. Kiefer with Paul B. Brown
Harvard Business Review Press, ISBN 9781422143612

The Launch Pad: Inside Y Combinator, Silicon Valley’s Most Exclusive School for Startups
Randall Stross
Portfolio, ISBN 9781591845294



“The passion hypothesis is not just wrong, it’s also dangerous. Telling someone to ‘follow their passion’ is not just an act of innocent optimism, but potentially the foundation for a career riddled with confusion and angst.” *So Good They Can’t Ignore You*, page 1

“Entrepreneurship, customer service, invention, technology, connection, leadership, and a dozen others. These are the new performing arts, the valuable visual arts, the essential personal arts.” *The Icarus Deception*, page 12

BEST PERSONAL DEVELOPMENT BOOK

So Good They Can't Ignore You: Why Skills Trump Passion in the Quest for Work You Love

Cal Newport

Business Plus, ISBN 9781455509126

Career advice of the “Do what you love” variety is usually followed up with a “bust out of your cubicle, sacrifice all, and follow your passion” anecdote of success. It’s the kind of advice that gets people who aren’t excited about their work to get excited about, well, doing anything but what they are doing. Cal Newport takes a different angle to finding fulfilling work, advising instead that passion is an unreliable advisor, and people actually long for and are fulfilled by becoming really, really good at something. Newport’s advocacy of “using the craftsman mindset to generate fantastic livelihoods” offers a refreshing alternative route to finding work you love.

RUNNERS UP

Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead

Brené Brown

Gotham Books, ISBN 9781592407330

Extreme Productivity: Boost Your Results, Reduce Your Hours

Robert C. Pozen

Harper, ISBN 9780062188533

The (Honest) Truth About Dishonesty: How We Lie to Everyone—Especially Ourselves

Dan Ariely

Harper, ISBN 9780062183590

The Willpower Instinct: How Self-Control Works, Why It Matters, and What You Can Do to Get More of It

Kelly McGonigal

Avery, ISBN 9781583334386

BEST INNOVATION & CREATIVITY BOOK

The Icarus Deception: How High Will You Fly?

Seth Godin

Portfolio, ISBN 9781591846079

The term “creative” often gets applied to a specific type of person. Godin shows us why that is wrong, how each of us can better understand what we are capable of, and what a huge resource of innovation that understanding can offer. Before addressing any challenge, we first must address ourselves. Godin shows us the way.

RUNNERS UP

Future Perfect: The Case for Progress in a Networked Age

Steven Johnson

Riverhead Books, ISBN 9781594488207

Resilience: Why Things Bounce Back

Andrew Zolli & Ann Marie Healy

Free Press, ISBN 9781451683806

The Signal and the Noise: Why So Many Predictions Fail—But Some Don't

Nate Silver

The Penguin Press, ISBN 9781594204111

Situations Matter: Understanding How Context Transforms Your World

Sam Sommers

Riverhead Books, ISBN 9781594488184

FINANCE & ECONOMICS



Robert J. Shiller

Finance and the Good Society

“At its broadest level, finance is the science of goal architecture—of the structuring of the economic arrangements necessary to achieve a set of goals and of the stewardship of assets needed for that achievement. The goals may be those of households, small businesses, corporations, civic institutions, governments, and of society itself.” *Finance and the Good Society*, page 6

BEST FINANCE & ECONOMICS BOOK

Finance and the Good Society

Robert J. Shiller

Princeton University Press, ISBN 9780691154886

Financial Capitalism has a rather well deserved black eye coming out of a global economic crisis largely of its creation. Robert J. Shiller makes no apologies for the industry or those in it, but takes a longer view showing how financial innovation has advanced human goals and agency throughout history and can still be a force of good in society. He very adeptly and academically lays out the roles and responsibilities of the individuals within finance, and the role of finance within the larger society. Shiller shows how, instead of demonizing finance, we could be doing our best to democratize it. Rather than a more profound anger, he provides a deeper understanding and defines solutions to the current problems in the system.

RUNNERS UP

All the Money In the World: What the Happiest People Know about Getting and Spending

Laura Vanderkam

Portfolio, ISBN 9781591844570

Bull by the Horns: Fighting to Save Main Street from Wall Street and Wall Street from Itself

Sheila Bair

Free Press, ISBN 9781451672480

Hour Between Dog and Wolf: Risk Taking, Gut Feelings and the Biology of Boom and Bust

John Coates

The Penguin Press, ISBN 9781594203381

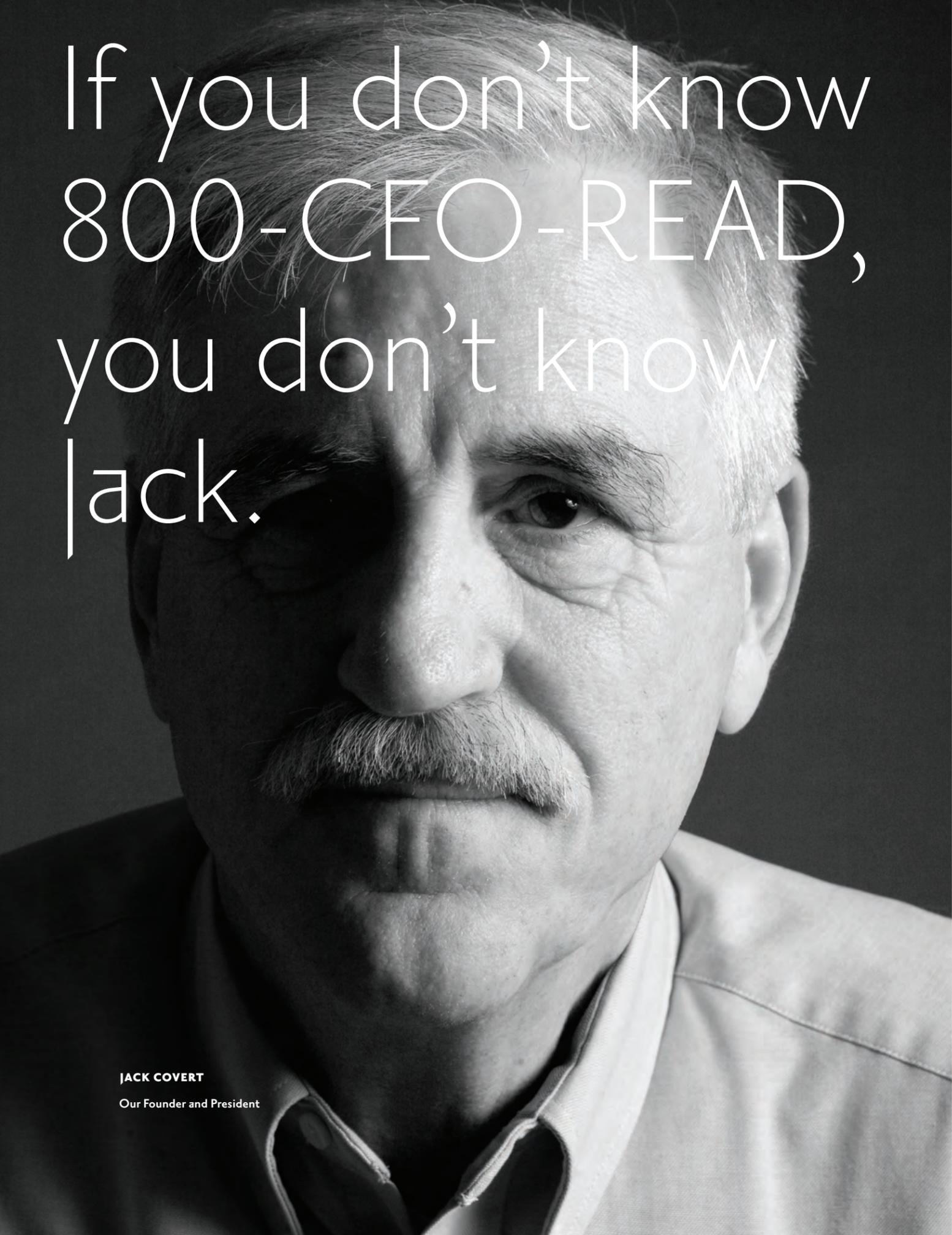
Why Nations Fail: The Origins of Power, Prosperity, and Poverty

Daron Acemoglu & James A Robinson

Crown Business, ISBN 9780307719218

Why would you want to listen to the people of 800-CEO-READ?

Who are we to recommend the year's best business books?



If you don't know
800-CEO-READ,
you don't know
Jack.

JACK COVERT

Our Founder and President

“And David said to me, ‘This is your store. You will buy and you will sell. And you will make mistakes. And I will never tell you you are wrong.’”

This is the creation story of our company, as told by our founder and president Jack Covert to *Inc. Magazine* in January of 1995. The “store” that A. David Schwartz is referring to in the story was the business book section of the Harry W. Schwartz bookshop in downtown Milwaukee. But, to Jack, the store was always bigger than that. He knew there were people out there that just didn't realize yet that they were his customers. So, he set out to find them. The story continues:

“Covert used to fill his car trunk with business books and make cold calls on local businesses. He phoned companies listed in the Hoover Handbook, a compendium of more than 500 major corporations. As he grew his business he fought for resources to handle growing demand.”

Then there was the exodus; a movement of ideas contained in bound books, spreading all over the world from our unassuming offices.

“Reaching his faraway customers in Hong Kong and Egypt via fax, EDI, or on-line communiqué, Covert and his staff of ten employees ... offer delivery of any book anywhere overnight.”

There are twelve of us now, the store in which we were founded eventually closed up shop, but we're still here and can still get any book—great quantities of them, in fact—anywhere, overnight.

... ‘Jack is not simply a bookseller—he's a tracker and a prophet,’ says **Doubleday/Currency editor Harriet Rubin.**

And, like every good creation tale, this one has its prophet:

“Covert himself is known in the world of business-book publishing. His championship of obscure works has helped turn such books as *The Goal* into national best-sellers, and his monthly top-15 list is a frequently cited standard. He publishes a 20-page glossy quarterly newsletter touting new picks to an audience of 60,000 book buyers, and the publishers themselves heed his suggestions. ‘Jack is not simply a bookseller—he's a tracker and a prophet,’ says Doubleday/Currency editor Harriet Rubin.”

We've been retelling this story to friends of the company ever since. Last year, 17 years after that initial story, Jack told a slightly different version of the story to Andrew Hill of the *Financial Times*: "Jack Covert remembers the moment he became aware of a publishing phenomenon. [...] 'I'd see someone come in and spend three hours going through [fiction titles]. Eventually he'd pick one, pay for it and walk out. And then, one lunch hour, I saw some guy in a suit come in, grab five copies of *In Search of Excellence*, go straight to the desk and pay, and I thought, 'Whoa—there's my market.'"

Eventually, Jack left the physical store behind altogether. It started when an author on book tour told him that he was having a hard time getting his books in bulk to events in the right numbers and on time. Jack took a risk, buying all the copies of the book he could find, and told the author to just call him when he needed books somewhere.

It was a risk that might not have panned out. David may have come very close to telling Jack that he was, in fact, wrong on this one. But the author trusted him, and began calling when he needed books delivered around the country. Jack, of course, delivered.

Since then, Jack has steered the company through the rise and partial fall of big-box bookstores, the rise of the Internet and its most dominant retailer, Amazon (who as it happened brought people to its online store with the allure of books), and numerous downturns in the economy. We're now seeing what might be the most dramatic change to the industry yet—the digitization of books. But of all the things Jack did to build the company now known as 800-CEO-READ, the single most important thing he did was to make it a company devoted to the service of those he worked with, and to those that work for him. The character of the company is deeply rooted in that.

He built a company that has the quality that the best book of the year, *The Advantage* by Patrick Lencioni, argues is most important in a company—organizational health. Of the 13 people who earn their living from their work here at 800-CEO-READ, seven have been here for more than a decade. We know each other, ourselves, and our jobs well. More importantly, with our combined experience, we know the industry as well as anyone.

And like Jack, we always believe there are customers out there that just don't realize that they're our customers yet.

... of all the things Jack did to build the company now known as 800-CEO-READ, the single most important thing he did was to make it a company devoted to the service of those he worked with, and to those that work for him. The character of the company is deeply rooted in that.

Carol Grossmeyer's story runs parallel to Jack's. She was somewhat surprised to wake up one morning and find herself owner and CEO of 800-CEO-READ. After 30 years of bookselling alongside the late David Schwartz (including a bookshop romance, marriage and many great bottles of Bordeaux) Carol found herself working alongside Jack as she carried the Harry W. Schwartz Bookshops to their sad end and oversaw the transition of 800-CEO-READ to the stand-alone organization it is today.

We call her the Sheriff, and while she says spending her days communicating with banks, accountants, and attorneys can be stimulating in its own way, she is first and foremost the keeper of our culture, and committed to sustain and grow 800-CEO-READ as a truly *good* company.



CAROL GROSSMEYER

Owner, CEO and The Sheriff;
the keeper of our culture

LeaveSmarter

LeaveSmarter is our author series here in Milwaukee, sponsored and supported by M&I Bank and Whyte, Hirschboeck, Dudek. Over the years, we've brought in Marshall Goldsmith, Dan Roam, Charles Fishman, Dan and Chip Heath, Jonathan Byrnes, Daniel Burrus, David Kord Murray, Carol Roth, Erika Andersen, Jeanne Bliss and many, many more.

In 2012, we hosted:

Martha Rogers, co-author of *Extreme Trust: Honesty as a Competitive Advantage*

Frank and Paul Magnone, authors of *Drinking from the Fire Hose: Making Smarter Decisions Without Drowning in Information*

Stephen Shapiro, author of *Best Practices are Stupid: 40 Ways to Out-Innovate the Competition*



Mel Koenig
Events & Accounting

As our events coordinator, Mel is the woman behind our LeaveSmarter Series. She is also our money collector and dispenser, and co-op coordinator. She can help you with questions involving moving money from our pile to yours, from your pile to ours, or what color napkins to use.

MEL@800CEOREAD.COM



Shawn Quinn
Accounting

Shawn Quinn started with the company when it opened in 1927. Well, it sometimes seems that way... It was actually 1989. At the time, the company that would become 800-CEO-READ was known as the "Business Desk," because it was just one long desk that you stood at with multiple phones. (It was a real big deal to get a fax machine a couple years later.) Shawn later went back to school for a second degree and started doing the accounting for 800-CEO-READ in 1998—a position he still holds.

SHAWN@800CEOREAD.COM



Jon Mueller
General Manager

Jon acts as curator for the Pow Wow. He also oversees day-to-day activity, business development, and general hanging out with the people of 800-CEO-READ. As a composer and musician, and the former owner of an independent record label, he knows idea generation and distribution, and intimately understands the work of authors and publishers. That along with an MBA gives him a special blend of creative talent. If you need a partner to make something happen, Jon has the experience, understanding of process, and creativity to make it happen. Contact him if you have a big idea:

JON@800CEOREAD.COM

Pow Wow

The 800-CEO-READ Author Pow Wow is an annual gathering of our friends in publishing, industry experts, and new, established, and aspiring authors to discuss where the industry is, where it's headed, and how to best navigate the ever-evolving labyrinth and constantly changing beast that is the modern publishing world.

"Why go to the Pow Wow? Simply put: there's no other event like it. Where else can you talk book strategy with other authors, receive direct input from publishers, and meet the folks who run the world's best business book distributorship? The gang in Milwaukee puts on a good show... make the time to attend!"

Chris Guillebeau, author of *The Art of Non-Conformity* and *The \$100 Startup*

"My first year attending the Pow Wow, I met the agents who changed the course of my career. The next year, I met the team who helped me launch and promote my next book. Last year, I gained specific insights that are helping to catapult my business in new ways. This event isn't just about authoring business books—this is the must-attend conference for anyone dedicated to big ideas, high expectations, and long-lasting results."

Sally Hogshead author of *Fascinate*



Author Services

Being a business book author is not easy. The composition of 50,000 words. Editing, re-reading, re-working. Disputes over the title and cover art. It's hard work and that's just the beginning. When the book is published, there's even more. The speaking events, book signings, consulting and whatever else an author (or their PR person) can dream up. The last thing you need is something else to worry about.

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Aaron Schleicher
Author Services

If you can't come to the Pow Wow, the next best thing you can do is to give Aaron Schleicher a call. For the past 8 years, he has been the one-man sales force and author services specialist at 8CR. You can usually find him hidden under a baseball cap, with his feet kicked up on his desk, talking with authors, publishers, and businesses about how 8CR can help get their books in the hands of people around the globe. If you want to talk publishing and move books, contact Aaron:

AARON@800CEOREAD.COM

Customization

We have been customizing books for businesses, authors, and individuals for years now. It's become such a big part of what we do that in 2012 we hired our newest employee and devoted him to oversee these projects. Whether it's book plates signed by the author, a tipped-in page to personalize the book's message, or a belly-band around the book to let the audience know who provided it, we have you (and the book) covered.



Michael Jantz
Special Projects



Michael oversees our growing work on custom projects. His marketing and multimedia experience provides an interesting background. The English degree nagging quietly from the bottom of his file drawer has also led him to get more involved with reviewing books and posting regularly on our daily blog. If you want your discuss customizing books (or if you just want to order a bunch of them), you should contact him.

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Books in Bulk

“When people ask me the fastest, easiest way to get books in bulk, I always send them to the nice folks at 800-CEO-READ. I know I’m in trouble, though, when they ask me what their phone number is.” *Seth Godin*

When you need books for your special events, company meetings, or speaking engagements, we’re your go-to place. We’re set up ideally to fulfill bulk orders, and have experienced staff ready to take personal care of, and responsibility for, your order. So take a load off, let us do the heavy lifting; we’ll get your books where they need to be, exactly when they need to be there.



Meg Bacik
Customer Service

Meg has always been what we call “the dropship queen,” moving vast quantities of books around the world for author and company events, business schools, and publishers. No one knows the logistics of bulk book sales better.

MEG@800CEOREAD.COM



Roy Normington
Customer Service

Roy started out handling orders for various corporate libraries, including Eli Lilly and Northwestern Mutual, and has also done sales and book reviews. His sparkling personality, calm demeanor, and attention to detail help customers get orders of all sizes where they need to be, when they need to be there.

ROY@800CEOREAD.COM



Todd Lazarski
Shipper/Receiver

If you have placed an order with us since 2007, Todd has personally packaged it with care. When he’s not counting boxes or moving pallets, he is pursuing a freelance writing career and honing his Ping Pong skills on the company table.

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Sally Haldorson
Creative

Sally has worked at 8CR for 14 years, in just about every position in the company. For the past 6 years, she has put her degrees in Creative Writing to use writing for The Daily Blog and Jack Covert Selects, helping Jack and Todd (Sattersten, our former president) craft *The 100 Best Business Books of All Time*, and acting as general futz of anything written. She is also the editor of our monthly newsletter, *The Keen Thinker*, and the curator of KnowledgeBlocks.

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Zach Karpinski
Developer

Zach has worked with us since 2005 and has been a full time employee since September of 2008. Besides being the big brain behind the build of our many websites, when things go wrong with those sites or our computers, it is his job to fix it. That is why he has several bottles of bourbon on his desk.

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ChangeThis



ChangeThis is a site dedicated to spreading ideas from all walks of life (but being powered by 800-CEO-READ, mostly related to business) in manifesto form. Started by Seth Godin and a merry band of interns, it was handed over to 800-CEO-READ in the summer of 2005, and we published its 100th issue in November of 2012.



Dylan Schleicher
Creative

Dylan was hired as 8CR's shipper/receiver in January of 2003. He snuck out of that job and into customer service before moving into the nebulous position he now occupies. Besides writing regularly for the company's Daily Blog and editing Jack Covert Selects (page 42), he is our in-house designer, resident illustrator, and the managing editor of ChangeThis.

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ChangeThis manifestos published in 2012: *Leapfrogging to Breakthroughs* by Soren Kaplan *You. 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WE ARE
ALL
ARTISTS
NOW

SETH GODIN

HOW LONG ARE YOU GOING TO WAIT?

They told you to get your résumé in order, to punch your ticket, to fit in, and to follow instructions. They told you to swallow your pride, not to follow your dream. They promised trinkets and prizes and possibly riches if you would just suck it up and be part of the system, if you would merely do what you were told and conform.

They sold you debt and self-storage and reality TV shows. They sold your daughters and sons, too. All in exchange for what would happen later, when it was your turn.

It's your turn.

YOU ARE NOT YOUR CAREER

Your ability to follow instructions is not the secret to your success.

You are hiding your best work, your best insight, and your best self from us every day.

We know how much you care, and it's a shame that the system works overtime to push you away from the people and the projects you care about.

The world does not owe you a living, but just when you needed it, it has opened the door for you to make a difference.

It's too bad that so much time has been wasted, but it would be unforgivable to wait any longer. You have the ability to contribute so much. We need you, now.

“DOES ANYONE HAVE ANY SUGGESTIONS?”

We've all heard this request at the end of a meeting. Sometimes the moderator even means it. Sometimes the moderator, the boss, the person with a problem, actually wants to know if the group has an untried concept or an insight to share.

And the response is always the same. Silence. Sidelong glances, perhaps some shuffling of papers, but still, silence.

Really?

All these highly trained, well-paid, and respected people in a room and not one person has something to contribute? I doubt it.

Stick around for a few minutes, and if the moderator has earned any trust at all, someone

speaks up. And if that person isn't summarily executed, someone else speaks up.

And then more people. Until finally, the room is filled with energy, a buzz that you can feel.

Finally, we're permitted to be human, to end the silence, to share our best work.

Amazingly, everyone in the room is capable of seeing and analyzing and solving. Everyone in the room is capable of passion. Everyone in the room can care enough to do something—if they can overthrow the self-induced, systemically amplified censor that keeps them in line.

Why didn't anyone speak up earlier? Why did we have to wait until the meeting was over? Where does the strained silence come from?

This isn't a manifesto for other people. This is a manifesto for you. It's a manifesto for anyone who has been overlooked or brainwashed or seduced into being invisible.

A revolution is here, our revolution, and it is shining a light on what we've known deep down for a long time—you are capable of making a difference, of being bold, and of changing more than you are willing to admit. You are capable of making art.

WHY MAKE ART?

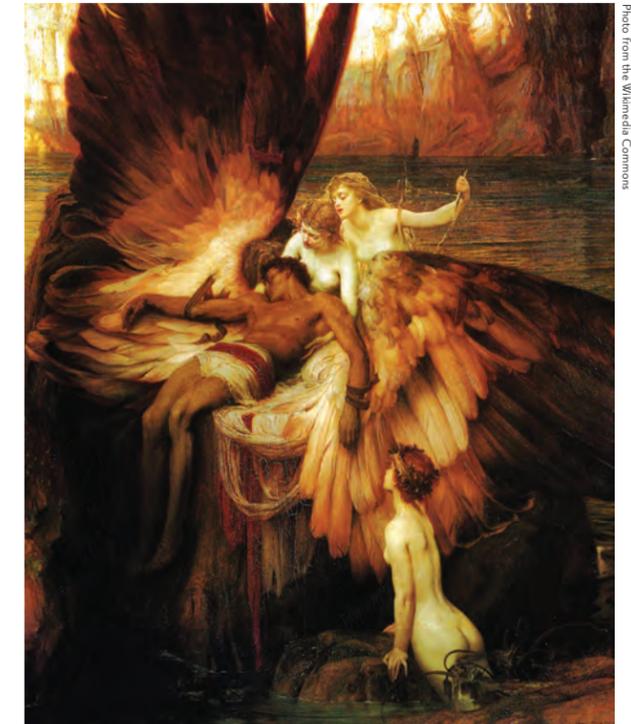
Because you must. The new connected economy demands it and will reward you for nothing else.

Because you can. Art is what it is to be human.

THE ICARUS DECEPTION

Just south of the Greek island of Samos lies the Icarian Sea. Legend has it that this is where Icarus died—a victim of his hubris.

His father, Daedalus, was a master craftsman. Banished to prison for sabotaging the work of King Minos (captor of the Minotaur), Daedalus



The Lament for Icarus by H. J. Draper

created a brilliant escape plot, described in the myth that we were told as children.

He fashioned a set of wings for himself and his son. After affixing the wings with wax, they set out to escape. Daedalus warned Icarus not to fly too close to the sun. Entranced by his magical ability to fly, Icarus disobeyed and flew too high. We all know what happened next: The wax melted, and Icarus, the beloved son, lost his wings, tumbled into the sea, and died.

The lesson of this myth: Don't disobey the king. Don't disobey your dad. Don't imagine that you're better than you are, and most of all, don't ever believe that you have the ability to do what a god might do. The part of the myth you weren't told: In addition to telling Icarus not to fly too high, Daedalus instructed his son not to fly too low, too close to the sea, because the water would ruin the lift in his wings.

Society has altered the myth, encouraging us to forget the part about the sea, and created a culture where we constantly remind one another about the dangers of standing up, standing out, and making a ruckus. Industrialists have made hubris a cardinal sin but conveniently ignored a far more common failing: settling for too little. But it's far more dangerous to fly too low than too high, because it feels safe to fly low. We settle for low expectations and small dreams and guarantee ourselves less than we are capable of. By flying too low, we shortchange not only ourselves but also those who depend on us or might benefit from our work. We're so obsessed about the risk of shining brightly that we've traded in everything that matters to avoid it.

The world does not owe you a living, but just when you needed it, it has opened the door for you to make a difference.

The path that's available to each of us is neither reckless stupidity nor mindless compliance. No, the path that's available to us is to be human, to do art, and to fly far higher than we've been taught is possible. We've built a world where it's possible to fly higher than ever, and the tragedy is that we've been seduced into believing that we ought to fly ever lower instead.

YOUR COMFORT ZONE (VERSUS YOUR SAFETY ZONE)

For a long time, the two were one and the same. The mountain climber who knows when she's outside of her safety zone feels uncomfortable about it and stops—and lives to climb another day.

Your entire life has been about coordinating your comfort zone and your safety zone.

Learning when to push and when to back off, understanding how it feels when you're about to hit a danger zone. Like the fox, we've been trained to stay inside the fence, because inside the fence is where it's safe—until it's too late.

We don't have time to reevaluate the safety zone every time we make a decision, so over time, we begin to forget about the safety zone and merely pay attention to its twin sister, the comfort zone. We assume that what makes us comfortable also makes us safe.

The fence holding us back is no longer there, but we still feel comfortable with the old boundaries. Now that a revolution has hit, now that the economy is upside down and the rules have changed, we have to confront an obvious truth: The safety zone has changed, but your comfort zone has not. Those places that felt safe—the corner office, the famous college, the secure job—aren't. You're holding back, betting on a return to normal, but in the new normal, your resistance to change is no longer helpful.

We made a mistake. We settled for a safety zone that wasn't bold enough, that embraced authority and compliance. We built our comfort zone around being obedient and invisible, and as a result, we're far too close to the waves.

You can go to as many meetings, read as many books, and attend as many seminars as you like, but if you don't figure out how to realign your comfort zone with today's new safety zone, all the strategy in the world isn't going to help you.

It's simple. There's still a safety zone, but it's not in a place that feels comfortable to you. The new safety zone is the place where art and innovation and destruction and rebirth happen. The new safety zone is the never-ending creation of ever-deeper personal connection.

Successful people align their comfort zone with the behavior that keeps them safe.

But what happens when the place of safety moves... and you don't?

Moving to a new safety zone is a little like learning to swim. It's clearly better to have the ability to survive (and even have fun) in the water, but for a long time it's not comfortable. Recognizing that the safety zone has moved

Why Make Art?

Because you must. ...

Because you can.

Art is what it is to be human.

might be the prompt you need to reevaluate your comfort zone.

If you become someone who is uncomfortable unless she is creating change, restless if things are standing still, and disappointed if you haven't failed recently, you've figured out how to become comfortable with the behaviors most likely to make you safe going forward.

ART IS THE NEW SAFETY ZONE

Creating ideas that spread and connecting the disconnected are the two pillars of our new society, and both of them require the posture of the artist. Doing these two things regularly and with abandon is where the new safety zone lies.

Maintaining the status quo and fighting to fit in no longer work, because our economy and our culture have changed.

The bad news is this: Artists are never invulnerable. This safety zone isn't as comfortable as the last one was. It took a hundred years for us to be brainwashed into accepting the industrial system as normal and safe. It is neither, not for long.

FORGET SALVADOR DALÍ

When you hear the word "artist," do you picture the slightly crazed Dalí or the selfdestructive Jackson Pollock? Perhaps you've been trained to imagine that you need to be someone like Johnny Depp or Amanda F. Palmer in order to make art.

This notion is both dangerous and wrong.

Oscar Wilde wrote that art is "new, complex, and vital." Art isn't something that's made by artists. Artists are people who make art.

Art is not a gene or a specific talent. Art is an attitude, culturally driven and available to anyone who chooses to adopt it. Art isn't something sold in a gallery or performed on a stage. Art is the unique work of a human being, work that touches another. Most painters, it turns out, aren't artists at all—they are safety-seeking copycats.

Seizing new ground, making connections between people or ideas, working without a map—these are works of art, and if you do them, you are an artist, regardless of whether you wear a smock, use a computer, or work with others all day long.

Speaking up when there's no obvious right answer, making yourself vulnerable when it's possible to put up shields, and caring about both the process and the outcome—these are works of art that our society embraces and the economy demands.

TACTICS ARE NO REPLACEMENT FOR ART

Understanding cutting-edge business concepts like the Long Tail and the Tipping Point and Purple Cow and GTD and the rest is worthless if you don't commit. Commit to the frightening work of flying blind, of taking a stand, and of making something new, complex, and vital—or nothing much happens.

These cutting-edge strategies and tactics seem to promise a pain-free way to achieve your goals. You can read about a new strategy, find a guaranteed, impersonal way to achieve, point the industrial machine at a new market niche or a new sort of note-taking technique or buzzword and, presto, results without pain. Ideaviruses will be unleashed, points will be tipped, and tails will get longer.

Alas, there isn't a pain-free way to achieve your goals.

I've read these books. I've written some of them. And I love them all, but the ideas are not enough without commitment. They're not enough because strategy is empty without change, empty without passion, and empty without people willing to confront the void.

I've seen the frightened looks in the eyes of an audience of music industry execs as they contemplate the death of their industry (and the possibilities that lie in its rebirth). I've heard the ennui in the voice of yet another manager at yet another endless meeting. And I've witnessed countless opportunities squandered by people who could have taken action but didn't. Not because they couldn't figure out what to do but because they weren't willing to do it.

Microsoft and Sony Records and the local freelancer have all squandered clear and obvious opportunities—not through ignorance of what was on offer but because it was easier to avoid committing to a new way of thinking.

Strategy and tactics live on the outside, in the cold world of consultants and spreadsheets. They are things we do without changing the way we think. Art, on the other hand, is personal, built on attitude and vision and commitment.

This manifesto is about committing to do work that is personal, that requires guts, and that has the potential to change everything. Art is the act of a human being doing generous work,

creating something for the first time, touching another person.

This manifesto is about why each of us should make art. Why it's worth the price. And why we can't wait.

The world is filled with ordinary people doing extraordinary things.

ART IS FRIGHTENING

Art isn't pretty. Art isn't painting. Art isn't something you hang on the wall.

Art is what we do when we're truly alive.

If you've already decided that you're not an artist, it's worth considering why you made that decision and what it might take to unmake it.

If you've announced that you have no talent (in anything!), then you're hiding.

Art might scare you.

Art might bust you.

But art is who we are and what we do and what we need.

An artist is someone who uses bravery, insight, creativity, and boldness to challenge the status quo. And an artist takes it (all of it, the work, the process, the feedback from those we seek to connect with) personally.

Art isn't a result; it's a journey. The challenge of our time is to find a journey worthy of your heart and your soul.

NOT AN ARTIST?

That's the easy answer. Artists are other people. They don't dress or act or do work like we do. They're not required to go to meetings, they're full of themselves, they have tattoos, and they have talent.

But of course, this is nonsense.

When you were rewarded for obedience, you were obedient.

When you were rewarded for compliance, you were compliant.

When you were rewarded for competence, you were competent.

Now that society finally values art, it's time to make art.

QUALITY IS ASSUMED

We assume that you will make something to spec.

We assume that the lights will go on when we flip the switch.

We assume that the answer is in Wikipedia.

All we're willing to pay you extra for is what we don't assume, what we can't get easily and regularly and for free. We need you to provide the things that are unexpected, scarce, and valuable.

Scarcity and abundance have been flipped. High-quality work is no longer scarce.

Competence is no longer scarce, either.

We have too many good choices—there's an abundance of things to buy and people to hire.

What's scarce is trust, connection, and surprise. These are three elements in the work of a successful artist.

THE NEW SCARCITY

One kind of scarcity involves effort. You can put in only so many hours, sweat only so much.

The employer pays for effort, because he can't get effort he can count on for free. And the eager-beaver employee expends extra effort to make a mark but soon learns that it doesn't scale.

Another kind of scarcity involves physical resources. Resources keep getting more scarce, because we're running out of them.

Paradoxically, we're also running out of places in our houses to store our junk and running out of room in our bodies to store what we eat.

The new, third kind of scarcity is the emotional labor of art. The risk involved in digging deep to connect and surprise, the patience required to build trust, the guts necessary to say, "I made this"—these are all scarce and valuable. And they scale.

HERE COME THE NOISEMAKERS

You are chaos, and there is nothing to keep you out.

When network engineers think about the security of the network, they begin with a firewall. The firewall is designed to keep unwanted information and viruses out of the system.

The Internet doesn't have a firewall. We're all able to connect. We each represent the ghost in the machine, the noise, the one who might change everything.

We made a mistake. We settled for a safety zone that wasn't bold enough, that embraced authority and compliance.

What you feed the network changes what you get back. The network connects people to one another, people to organizations, and best of all, people to ideas.

This new network celebrates art, enables connections, helps tribes to form, amplifies weirdness, and spreads ideas. What it cannot abide is boredom.

If you want to write, here's a blog. Write. Today, writers like Xeni Jardin and Danielle LaPorte reach millions without the blessing of big media.

If you want to sing or make videos, well, sure, YouTube will happily show your work to the masses. Judson Laipply has already entertained

more than a hundred million people with his short film—a video that cost exactly zero to film.

If you want to share an invention or fund a project or topple a government, the connected economy makes it easier to do that than ever before.

Can you imagine it getting less open? This is just the beginning.

Revolutions bring total chaos. That's what makes them revolutionary.

A NONHIERARCHY OF ARTISTS

The painter in front of a blank canvas. The architect changing the rules of construction. The playwright who makes us cry. The doctor who cares enough to call. The detective who cracks a cold case. The diva with a new interpretation of a classic. The customer service rep who, despite the distance and the rush, makes an honest connection. The entrepreneur who dares to start without permission or authority. The middle manager who transforms the key meeting with a single comment.

You?

WELCOME TO THE CONNECTION ECONOMY

The value we create is directly related to how much valuable information we can produce, how much trust we can earn, and how often we innovate.

In the industrial economy, the stuff we made (literally stuff—widgets, devices, and Orings) comprised the best assets we could build. Fortunes belonged to men who built railroads, lightbulbs, and buildings. Today we're seeking something a revolution apart from that sort of productivity.

The connection economy rewards the leader, the initiator, and the rebel.

The Internet wasn't built to make it easy for you to watch Lady Gaga videos. The Internet is a connection machine, and anyone with a laptop or a smartphone is now connected to just about everyone else. And it turns out that those connections are changing the world.

If your factory burns down but you have loyal customers, you'll be fine. On the other hand, if you lose your customers, even your factory isn't going to help you—Detroit is filled with empty factories.

If your team is filled with people who work for the company, you'll soon be defeated by tribes of people who work for a cause.

If you use your money to buy advertising to promote the average products you produce for average people, soon you'll run out of money. But if you use your money to make exceptional products and services, you won't need to spend it on advertising, because your customers will connect to one another and bring you more.

What's scarce is trust, connection, and surprise. These are three elements in the work of a successful artist.

The connection economy has changed how you get a job and what you do when you get to that job. It has changed how we make and listen to music, write and read books, and discover where to eat, what to eat, and whom to eat with. It has destroyed the mediocre middle of average products for average people who have few choices, and it has enabled the weird edges, where people who care find others who care and they all end up caring about something even more than they did before they met.

The connection economy enables endless choice and endless shelf space and puts a premium on attention and on trust, neither of which is endless.

Most of all, the connection economy has made competence not particularly valuable and has replaced it with an insatiable desire for things that are new, real, and important.

START YOUR JOURNEY BEFORE YOU SEE THE END

The resistance wants to be reassured. It wants a testable plan. It wants to know that before it endures the pain, it is guaranteed the prize at the end.

"Give me more case studies, more examples, more reassurance. Give me proof!"

The lizard brain has succeeded in making you stuck. The best art is made by artists who don't know how it's going to work out in the end. The rest of the world is stuck with the brain-washed culture that the industrialists gave us, the culture of fear and compliance.

But culture is a choice. You don't have to accept a culture of fear or a culture of failure.

Right now, just down the hall or just up the street, is another artist, someone filled with hope and excitement, someone choosing a different culture, even though he's in the same town, the same industry, and the same economy you are.

Others have always done that art, always chosen that culture of hope, but you haven't done it enough ("too risky," the lizard says), because you've been held back by a need for proof, by a reliance on assurance, and by the fear of humiliation.

Art is a project; it is not a place. You will build your dream house and it will burn down. You will start your business and it will succeed, until it doesn't, and then you'll move on. You will stand onstage and speak from the heart, and some people in the audience (perhaps just one person in the audience) won't get you, won't accept you, won't embrace you.

That's what art is.

Art is a leap into the void, a chance to give birth to your genius and to make magic where there was no magic before.

You are capable of this. You've done it before and you're going to do it again. The very fact that it might not work is precisely why you should and must do this. What a gift that there isn't a sure thing, a guarantee, and a net.

It's entirely possible that there won't be a standing ovation at the end of your journey.

That's okay.

At least you lived.

DON'T WASTE THIS PLATFORM

As I'm writing this, I'm drinking tea (made with leaves shipped through a supply chain more than three thousand miles long) out of a glass bottle (smelted at a temperature unobtainable by humans not long ago), and I'm working on a computer that would have cost a million dollars ten years ago, except you couldn't buy one at any price, and the computer is connected to the Internet via Wi-Fi (it's all a miracle).

We're living in a moment of time, the first moment of time, when a billion people are connected, when your work is judged (more than ever before) based on what you do rather than who you are, and when credentials, access to capital, and raw power have been dwarfed by the simple question "Do I care about what you do?"

We built this world for you. Not so you would watch more online videos, keep up on your feeds, and LOL with your high school friends. We built it so you could do what you're capable of. Without apology and without excuse.

Go.



Seth Godin is a bestselling author, entrepreneur and agent of change. Godin is author of multiple books that have been bestsellers around the world and changed the way people think about marketing, change and work.

Jack Covert Selects

JCS is an ongoing and nuanced conversation with our customers about good books that differentiates our selected titles from the algorithmic, “you might also like” suggestions of other book purveyors.

Writing these reviews (referred to simply as “JCS” around the office) was the first step in branding our company as the arbitrator of good business books, and Jack’s reviews have become the cornerstone of the wide-range of information we offer to avid business book readers, and a coveted review for business book authors.

Through the years, we have reviewed hundreds of books. The following four pages contain our choices from 2012.

Find more at 800ceoread.com/jack_covert_selects



JACK COVERT SELECTS 2012: JANUARY

Emotional Equations: Simple Truths for Creating Happiness + Success
Chip Conley
Free Press, ISBN 9781451607253

Chip Conley bares his soul in his second book, *Emotional Equations*, and in doing so helps us understand our own. It is painful at times, as he recounts his own doubts and darker moments in life and business, tells us of four friends that took their own lives in one economically depressed summer, and relates the story of when his own heart literally stopped after a business presentation, landing him in the hospital.

But, as Conley discovered, what doesn't kill us does indeed make us stronger. "As Winston Churchill advised during World War II, 'If you're going through hell, keep going.' Today, too, we all need to come to understand that we can use our seasons of darkness as a means to find new reservoirs of strength—strength we didn't know we had."

One man who went through hell during WWII and made his way through it was psychologist Viktor Frankl, who made it through a Nazi concentration camp and would go on to write *Man's Search for Meaning*, a work that greatly influenced Conley and this book. It is from Frankl's work that Conley distilled the equation that began the journey that resulted in this project: Despair = Suffering – Meaning.

There are six parts of this book, on such issues as Dealing With Difficult Times, Getting the Most Out of Your Work Life, Defining Who You Are, and Finding Contentment. Within those sections are chapters broken up into individual emotional equations, such as Disappointment = Expectations – Reality, Calling = Pleasure/Pain, and Joy = Love – Fear. What the author does in the process is take us beyond the sometimes touchy/feely world of emotional literacy and into a simple emotional mathematics you can flip through like flashcards when your emotions begin to get the best of you. At the end of the book, he even guides you through how to create and use your own equations.

Daniel Goleman's *Emotional Intelligence*, a book we named as one of *The 100 Business Books of All Time*, showed that emotional intelligence (EQ) accounts for two-thirds of the success of business executives.

This book, the equations it provides, and the ability it gives you to develop your own shorthand will help a great deal toward that end.

OTHER JANUARY REVIEWS:

Running the Gauntlet: Essential Business Lessons to Lead, Drive Change, and Grow Profits
Jeffrey Hayzlett with Jim Eber
McGraw-Hill, ISBN 9780071784092

Hannibal and Me: What History's Greatest Military Strategist Can Teach Us About Success and Failure
Andreas Kluth
Riverhead Books, ISBN 9781594488122

FEBRUARY

Inside Apple: How America's Most Admired—and Secretive—Company Really Works
Adam Lashinsky
Business Plus, ISBN 9781455512157

Apple, one of the most iconic companies of this century, has created many life-changing products (products we mostly didn't know we wanted until they made them, and now can't live without), yet we know little about the inner workings of this organization... other than what Apple wants us to know.

This company, with over \$108 billion in revenue, and 30 years of business, can fit their entire product line on an average-sized conference room table. Their marketing and communications team continually simplifies their corporate message. These are lessons in simplicity we all can learn and use in our own organizations, from limiting our product line to crafting our elevator pitch.

Adam Lashinsky's *Inside Apple* follows through on its promised internal view of this unique company, and is particularly intriguing now due to the loss of Steve Jobs, Tim Cook's new position at the helm, the criticisms of its current manufacturing system, and the dominance of i-everything instead of the Mac computer. What will Apple do next? Lashinsky makes it clear that even Apple doesn't know.

"Apple is a company of paradoxes. Its people and institutional bearing are off-the-charts arrogant, yet at the same time they are genuinely fearful of what would happen if their big bets go bad. The creative side of the business ... is made up of lifers or near lifers who value only an Apple way of doing things—hardly the typical creative mind-set. The operations side of Apple runs like any company in America, but better, and is led by a cadre of ex-IBMers, the cultural antithesis of Apple. Apple has an entrepreneurial flair yet keeps its people in a tightly controlled box, following time-tested procedures. Its public image, at least seen through its advertising, is whimsical and fun, yet its internal demeanor is cheerless and nose-to-the-grindstone."

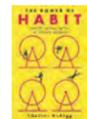
Lashinsky is the senior editor at large for *Fortune* and as such is uniquely qualified "to hack into Apple's closed world and to decode its secret systems so that aspiring entrepreneurs, curious middle managers, envious rival CEOs, and creatives who dream of turning insights into inventions can understand the company's processes and customs."

He is also a compelling storyteller whose prose moves quickly and is never dragged down by exclusivity or jargon. At a time when books about Apple are flooding the market, this is the one to read.

OTHER FEBRUARY REVIEWS:

Uncommon Service: How to Win by Putting Customers at the Core of Your Business
Frances Frei & Anne Morriss
Harvard Business Review Press, ISBN 9781422133316

The Wide Lens: A New Strategy for Innovation
Ron Adner
Portfolio, ISBN 9781591844600

MARCH

The Power of Habit: Why We Do What We Do in Life and Business
Charles Duhigg
Publisher, ISBN 9781400069286

We all have habits. In fact, our lives are filled with habits we might not even recognize, and those habits often dictate the course of our lives. Charles Duhigg, in *The Power of Habit*, gives us the low-down on how habits are formed, how habits can be used against us, and how habits can be broken.

An award-winning investigative reporter with *The New York Times*, Duhigg takes us on visits to laboratories where the brain is studied. We meet the typical mice with electrodes attached, but we also meet Eugene, a man who has experienced traumatic brain trauma and lost even his short term memory. Yet, this man with no memory still learns habits.

He was able to create "habit loops" that included a cue, then a routine, and a reward—no memory required. Experiments demonstrated that Eugene had the ability to form new habits, even when they involved tasks or objects he couldn't remember for more than a few seconds, which explained how Eugene managed to go for a walk every morning. The cues—certain trees on corners or the placement of particular mailboxes—were consistent every time, so though he couldn't recognize his house, his habits always guided him back to his front door.

Understanding how habits are created leads to a better understanding of how habits can be broken. "The evidence is clear: If you want to change a habit, find an alternative routine, and your odds of success go up dramatically when you commit to changing as part of a group."

Belief is also key. AA's twelve-step program isn't for everyone, but its lesson of success is important: "AA trains people in how to believe in something until they believe in the program and themselves. It lets people practice believing that things will eventually get better, until they actually do."

The application to business is significant. Duhigg includes a section on "The Habits of Successful Organizations," and within it examples of how Paul O'Neill transformed ALCOA into being the top performer in the Dow Jones by establishing Keystone habits, how Starbucks teaches willpower, how Target uses data to divine customers' habits, and how "good leaders seize crises to remake organizational habits." In sum, this book is an important for any businessperson who wants or needs to learn more about the habits of themselves and others, and how they can change them for the better.

OTHER MARCH REVIEWS:

American Icon: Alan Mulally and the Fight to Save Ford Motor Company
Bryce G. Hoffman
Crown Business, ISBN 9780307886057

The Idea Factory: Bell Labs and the Great Age of American Innovation
Jon Gertner
The Penguin Press, ISBN 9781594203282

APRIL

The Coming Prosperity: How Entrepreneurs Are Transforming the Global Economy
Philip Auerswald
Oxford University Press, ISBN 9780199795178

With so much of the conversation in America today about the decline, decay, and descent of our power, the rise of others', and the coming competition that that dynamic will create, Philip Auerswald's new book, *The Coming Prosperity*, reminds us that life on Earth is not a zero-sum game.

The first part of the book tackles the larger picture, the "macro-story line of the coming prosperity" in which an insurgency of entrepreneurs challenges scarcity and creates prosperity all over the world: "[T]he vast majority of alleged threats to humanity are, in fact, dwarfed by the magnitude of opportunities that exist in the twenty-first century."

Auerswald doesn't sugarcoat the problems we face as a nation or a planet—pandemics, climate change, and water scarcity among them. In fact, he describes them in more detail and color than many of the doom-and-gloom books that are solely devoted to them. But he shows us a way forward, a way for each of us to contribute and get involved, a way "to think of the three billion people who will join the global economy in the next quarter century as partners rather than competitors, as sources rather than sinks."

In the second section of the book, the human-scale part of the narrative, Auerswald brilliantly charts the economic subtext of the twentieth century, "the rise and partial fall of large scale, centralized production" that got us to where we are today, and explores the prospects for an ever-brighter future. You will meet individuals like Karim Khoja, who brought cell phone service to Afghanistan, and get unexpected management advice from folks like C.P. McCormick, who saved a spice company from oblivion at the height of the Great Depression by increasing wages across the board and cutting working hours from fifty-six to forty-five per week. You will see the genesis of people moving through economies being built, big ideas becoming simple reality, the sweeping arc of history in his writing. Auerswald is an economist, and he thinks like one, but he does not write like one.

For example, one of the finest insights in the book comes from Auerswald's young daughter. Reacting to his frustration over rush-hour traffic, she piped up from the backseat: "There's no reason to get angry about the traffic, Daddy, because we're part of the traffic."

OTHER APRIL REVIEWS:

The Art of the Sale: Learning from the Masters About the Business of Life
Philip Delves Broughton
The Penguin Press, ISBN 9781594203329

The Advantage: Why Organizational Health Trumps Everything Else in Business
Patrick Lencioni
Jossey-Bass, ISBN 9780470941522

MAY

The Reinventors: How Extraordinary Companies Pursue Radical Continuous Change
Jason Jennings
Portfolio, ISBN 9781591844235

The once vibrant Main Streets of America are all but out of business, boarded up or filled with antique stores shopping the delights and detritus of another era. Jason Jennings visits the main street of his own abandoned hometown at the beginning of *The Reinventors* to use it as a metaphor for "what will happen to you, your job, and your business unless you become a reinventor completely committed to constant radical change and growth."

Jennings' previous books, *Less is More, Think Big, Act Small, It's Not the Big That Eat the Small ... It's the Fast that Eat the Slow*, and *Hit the Ground Running* all made a case for business agility in one way or another. This book does so as well, and takes it one step further by stressing the need for business model agility. According to a 2010 IBM Global Study:

"It turns out that 67 percent of worldwide leaders think their current business model is only sustainable for another three years, while another 31 percent believe their current model might have as long as five years."

So *The Reinventors* should find a home on many executives' desks, as the time is now to begin the process of serially reinventing your business, to highlight companies that are good at it, and to teach other leaders how to master the skill. The history of business has always been one of churn, of quick rises and dramatic falls, and smart leaders know that they are but temporary stewards in that history and must transition their companies through that change.

"Your job as you know it and your business as it is currently run will eventually change. The only chance any of us have for prosperity is to constantly reimagine, rethink, and reinvent everything we do and how we do it in order to remain relevant. We must all become reinventors, and we'd better do it quickly."

If you made it though the recession with your job or business intact, everything may seem more stable now that you are on the other side of it. But remember that the world under your business is still silently shifting, and you are going to have to shift with it. Jennings is not going to give you a new business model to do that with in this book, but he will teach you how to figure it out for yourself, how to be more aggressively innovative, how to become a serial reinventor.

OTHER MAY REVIEWS:

The Good Food Revolution: Growing Healthy Food, People, and Communities
Will Allen
Gotham Books, ISBN 9781592407101

How Will You Measure Your Life?
Clayton Christensen, James Allworth & Karen Dillon
Harper Business, ISBN 9780062102416

JUNE

Wait: The Art and Science of Delay
Frank Partnoy
PublicAffairs, ISBN 9781610390040

Frank Partnoy won the Biographies & Narratives section of our 2009 Business Book Awards for his outstanding bio of Ivar Krueger, *The Match King*. Partnoy's new book, *Wait*, is just as well written.

It can be read as a narrative of latency, of how our brains have evolved and what it means for us in our present moment.

Partnoy explains the powerful force delay can have on our decision-making using examples from sports: "Professional tennis and baseball players follow the same two-step approach to good decision-making that we should follow in our longer-term personal and business decisions. First, they figure out roughly how much time they will have available to respond. Second, they delay their response as long as they possibly can within that time period. If you watch Albert Pujols hit a baseball in really slow motion, he looks just like Warren Buffett buying a stock: study the pitcher, watch the ball carefully, and don't respond to any opportunity until you have taken the time to decide if it is a good one."

Chapter Three, "High-Frequency Trading, Fast and Slow," is particularly fascinating in its implications for how we manage the world. He begins the chapter by telling the story of UNX, a high-frequency trade firm that had become a leader in the market. When they moved their black box computers from the West Coast to NYC to speed up their transaction time, believing it would increase their yield, they found that their trades were actually getting worse. After manually delaying the transactions back to the speed it had taken to travel the continent—mere milliseconds—they returned to their former profitability.

Many high-frequency trading firms are now building latency into their systems and putting pauses in their algorithms, "[O]ptimizing delay—buying and selling only a few shares during the first few milliseconds, like the initial feint of a fencing duel, to test how other traders respond."

Regardless of whether we're talking about markets, sports, or warfare, the optimal instruction, according to Partnoy, is to *wait*—not to delay action, but to delay your decision on how to act. If you are quick enough in your execution, you can give yourself more time to make the all-important decision to act, and that can make all the difference.

OTHER JUNE REVIEWS:

The Honest Truth about Dishonesty: How We Lie to Everyone—Especially Ourselves
Dan Ariely
Harper, ISBN 9780062183590

The Hour Between the Dog and Wolf: Risk Taking, Gut Feelings and the Biology of Boom and Bust
John Coates
The Penguin Press, ISBN 9781594203381

JULY

Resilience: Why Things Bounce Back
Andrew Zolli & Ann Marie Healy
Free Press, ISBN 9781451683806

People are becoming more resilient. We're living longer, overcoming more challenges, taking on more work, thinking and doing, and generally rolling with the punches like never before.

Andrew Zolli and Ann Marie Healy have covered this research in a new book called *Resilience: Why Things Bounce Back*. From psychology and organizational leadership to businesses and societies, the book is full of stories about how people are becoming more resilient.

But, of course, that's not always the case. Some systems, people, and communities still easily crumble in the face of disruption. Zolli and Healy reveal how to change this using a metaphor widely used in resilience research:

"Imagine for a moment you are overlooking a vast landscape of imaginary hills and valleys, stretching out in every direction. Like something from a Borges fantasy, each valley in this panorama presents a significant variation on your present circumstance, an alternative reality with its own unique characteristics, opportunities, resources, and dangers. [...]

To improve your resilience is to enhance your ability to resist being pushed from your preferred valley, while expanding the range of alternatives that you can embrace if you need to. This is what resilience researchers call preserving adaptive capacity—the ability to adapt to changed circumstances while fulfilling one's core purpose—and it's an essential skill in an age of unforeseeable disruption and volatility."

Some of the research in the book may surprise readers. For instance, after uncovering a mathematical model that shows how organisms scale up in a predictable way—a mouse has a faster metabolism and shorter life span than we do, we have a faster metabolism and shorter lifespan than a whale or an elephant, etc., and it's all very predictable within the model developed—some began to wonder if the same were true of social organizations such as cities and companies. "Is New York City really just a big whale? Is Google an elephant?" the authors ask. I'll leave you the delight of discovering those answers in the book.

And I highly recommend you do. The world is not going to become less harsh, to either organizations or individuals. The only question is whether you can become more resilient.

OTHER JULY REVIEWS:

Attention All Passengers: The Airlines Dangerous Descent—And How to Reclaim Our Skies
William J. McGee
Harper, ISBN 9780062088376

The Pumpkin Plan: A Simple Strategy to Grow a Remarkable Business in Any Field
Mike Michalowicz
Portfolio, ISBN 9781591844884

AUGUST

Winning the Story Wars: Why Those Who Tell—and Live—the Best Stories will Rule the Future
Jonah Sachs
Harvard Business Review Press, ISBN 9781422143568

Business and current affairs writers love to produce works that investigate and expose the ways marketers manipulate consumers. And there is cause for concern. Is all our activity on the internet truly tracked, stored, and sold as we fear? Do stores like Target know what we're going to buy even before we do as a result of intense data collection? Are there wizards behind each and every curtain who weave stories so magical and persuasive that we no longer act of our own free will?

On first glance, Jonah Sachs' *Winning the Story Wars* appears to be that very type of book. The cover art and interior illustrations are apocalyptic. The Table of Contents portends doom with chapter titles like "The Five Deadly Sins," "The Myth Gap," and "Marketing's Dark Art." But *Winning the Story Wars* is actually a very optimistic book. Sachs, the co-creator of such viral videos as *The Meatrix*, *The Grocery Store Wars*, and the multi-armed *Story of Stuff Project*, believes that truthful stories are the stories that will ultimately win the story wars.

Sachs didn't set out to write a book about storytelling. He was interested in finding out the answer of a very common question that his storytelling success had garnered: How had he done it? Because he didn't know the answer—"Instinct!" seemed an inadequate response—he began to investigate and discovered:

"So many of the stories that have really stuck, that have shaped culture, are about one thing: people reaching for their highest potential and struggling to create a better world. ... It turns out that a small group of storytellers have known or at least sensed this all along, building wildly successful brands, entertainment, and political messages that burst through the media din and become legendary ... They are practicing an art that has evolved into a quiet but powerful counterforce to the much-decried practice of influencing audiences through fear and insecurity that dominates our media marketplace. These storytellers are creating a practice of marketing that can be a powerful force for good.

His investigation unveiled a process to help others create winning stories that he shares with great depth and charm in this book. Winning stories are truthful stories, told by those who also live truthfully (even organizations). And winning stories, Sachs assures us, can change the world for the better.

OTHER AUGUST REVIEWS:

Us Plus Them: Tapping the Positive Power of Difference
Todd L. Pittinsky
Harvard Business Review Press, ISBN 9781422177778

The Book of Business Awesome/The Book of Business UnAwesome
Scott Stratten
John Wiley & Sons, ISBN 9781118315224

SEPTEMBER

The Pause Principle: Step Back to Leap Forward
Kevin Cashman
Berrett-Koehler Publishers, ISBN 9781609945329

Kevin Cashman's classic *Leadership From the Inside Out* has been a consistent presence around here since he first published it nearly 15 years ago, so we were excited to see he is sharing his knowledge in a new book, *The Pause Principle*. Especially one with this paradoxical message: "Pause powers purposeful performance." Cashman explains:

"What sleep is to the mind and body, pause is to leadership and innovation. Pause transforms management into leadership and the status quote into new realities. Pause, the natural capability to step back in order to move forward with greater clarity, momentum, and impact, holds the creative power to reframe and refresh how we see ourselves and our relationships, ... our organizations and missions within a larger context."

Most of us feel an acute pressure to act, to react, to respond immediately. Fast thinkers are regarded more highly than deliberate thinkers. People who process and communicate decisions are often seen as being more intelligent and are then rewarded for their speed. But Cashman wants to set the record straight.

"As leaders, too often we step forward with action to deal with complexity without first stepping back for the clarity we need. Our impulse to speed up and take action is driven by our intention to achieve, but our go-to approach—action and transaction—is often futile.... Unknowingly, our dedication to speed and action can be counterproductive."

And throughout this slim book, Cashman offers a good balance of research, case studies and personal anecdotes to effectively advocate for the power of pause to "Grow Personal Leadership," "Grow Others," and "Grow Cultures of Innovation."

What resonates most after reading *The Pause Principle* is a feeling of relief, a reassurance that if we stop, take a breath, give ourselves space and time to think and reflect, we can be more potent leaders, not lesser people. After all, "Great thinkers, scientists, artists, and leaders move the world forward by stepping back; the higher the quality of pause, the greater the creative possibility."

OTHER SEPTEMBER REVIEWS:

Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead
Brené Brown
Gotham Books, ISBN 9781592407330

So Good They Can't Ignore You: When Skills Trump Passion in the Quest for Work You Love
Cal Newport
BusinessPlus, ISBN 9781455509126

OCTOBER

Makers: The New Industrial Revolution
Chris Anderson
Crown Business, ISBN 9780307720955

The Industrial Revolution provided an increasingly stable economy for almost 300 years. Innovations in mining, transportation, agriculture, manufacturing, and technology provided jobs and contributed toward a better quality of life around the world. Now, many are questioning whether or not that economic engine has finally quit, but Chris Anderson—author of *The Long Tail* and *Free*, sees another revolution occurring.

In Anderson's latest book, *Makers: The New Industrial Revolution*, he describes a movement in which the manufacturing process has a greatly reduced time and cost of production. If a product needs to be changed or improved, it's simply redesigned on a desktop computer, and manufactured with a 3D printer. The cost of these machines continues to decline, the use of the design software is increasingly simple, and the online support and discussion communities are growing, making this movement revolutionary, indeed.

Did you even know that there are machines that can "print" edible burritos, "print" wearable swimsuits, "print" useable products in almost every category? If not, you're not alone, but in Anderson's opinion, that will change. Similar to innovations in desktop publishing, the *Makers* movement will soon see consumers thinking up, designing, and manufacturing their own products in every category. Within the next 10 to 15 years, Anderson estimates that these machines will be so affordable that most people will have them in their homes. In Anderson's words:

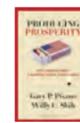
"Today we are seeing a return to a new sort of cottage industry. Once again, new technology is giving individuals the power over the means of production, allowing for bottom-up entrepreneurship and distributed innovation. Just as the Web's democratization of the means of production in everything from software to music made it possible to create an empire in a dorm room or a hit album in a bedroom, so the new democratized tools of digital manufacturing will be tomorrow's spinning jennies. And the guilds they may break may be the very factory model that grew up in Manchester and dominated the past three centuries."

Look out. If Anderson is right, it will be an interesting time for entrepreneurs, large manufacturers, and consumers alike.

OTHER OCTOBER REVIEWS:

Leading So People Will Follow
Erika Andersen
Jossey-Bass, ISBN 9781118379875

Mind Over Mind: The Surprising Power of Expectations
Chris Berdik
Current, ISBN 9781591845096

NOVEMBER

Producing Prosperity: Why America Needs a Manufacturing Renaissance
Gary P. Pisano & Willy C. Shih
Harvard Business Review Press, ISBN 9781422162682

Business leaders and economists have argued for almost two decades now that we're entering a post-industrial society, that we're really in the business of R&D, software, and services, and that "the decline of manufacturing in the United States is a natural and healthy evolution toward a more knowledge-based economy focused on services and innovation."

Gary Pisano and Willy Shih present a more complex view in their new book, *Producing Prosperity: Why America Needs a Manufacturing Renaissance*. They believe that we are indeed an innovation and knowledge-based economy, but that manufacturing still plays an essential and integral role in the process. And they believe this is why maintaining an "industrial commons" is so important.

"[U]nderlying every industry are sets of technical and operational capabilities, some of which are shared across firms and even across industries. These shared capabilities form what we call the industrial commons. The commons is embedded in suppliers, customers, partners, skilled workers, and local institutions such as universities. Commons are sources of competitiveness for industries that draw from the shared capabilities."

The continued decline of our industrial commons will make it much harder to compete in emerging industries, the authors contend, because the infrastructure and know-how have moved overseas. Although they are writing from an American perspective, they make the case not because it's good for the country, but because it's good for business: "Ours is not an appeal to economic patriotism or corporate social responsibility. We argue that companies should be investing in the local industrial commons because it can be a source of competitive advantage."

And, of course, we can all use any advantage we can find—or build.

The authors also challenge our assumptions that the industrial worker is an unskilled laborer, and that the factory is but a belching behemoth of an old economy and outdated mindset rather than the site of great innovative potential. "In most factories we have visited," they write, "we have seen a lot more brain than brawn at work. Manufacturing has become knowledge work."

OTHER NOVEMBER REVIEWS:

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Michael J. Mauboussin
Harvard Business Review Press, ISBN 9781422184233

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Michael Carroll
Shambhala Publications, ISBN 9781590309148

DECEMBER

APE: How to Publish a Book
Guy Kawasaki & Shawn Welch
Nononina Press, ISBN 9780988523111

Choosing an eBook for a Jack Covert Selects review is unprecedented, and to recommend a book about self-publishing is odd considering we make our livelihood selling books with paper pages and highly designed covers and a traditional publisher behind them. But, this is no ordinary ebook. APE—which stands for Author, Publisher, Entrepreneur—is the brainchild of the formidable Guy Kawasaki and co-creator Shawn Welch, and it is over 300 pages of how authors who forgo the traditional publisher route can put out a book they can be proud of and get noticed.

In the first section (think A is for Author), Kawasaki and Welch present the predicament of publishing a book: Lots of people want to write one, but it isn't easy to get picked up by traditional publishers. The other route, self-publishing, tends to produce sub-standard books because authors shy away from the extra costs of editors, copywriters, and designers. But if you adopt the "artisanal" approach that Kawasaki and Welch recommend, you can avoid the pitfalls of most self-published books and be the sole owner/controller of the results.

The second section (P for Publishing), tackles how the author turns words into an actual book. This is Guy and Shawn's favorite stage: "The editing process is my favorite stage of a book because it's like a sculptor removing excess stone to bring out the art. You'll learn that the key to a great book is editing—grinding, buffing, and polishing—not writing."

They then dig into technical issues of financing, editing, designing (both formatting and cover), distributing, selling, and promoting.

The final section (E for Entrepreneur), centers around how the author/publisher now needs to become the primary promoter of the book by developing a platform, an online following, and basically doing continual legwork both literal and digital.

The strength of APE is the potential for practical application by thousands of striving writers with singularly good ideas, and the truly balanced pro/con nature of the advice, but what "sells" the ebook is Guy and Shawn's friendly and informal voice. Kawasaki is a true superstar in the business book and social media world, but throughout APE they never make you feel as if you can't do what he has done.

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Daniel H. Pink
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- 24 Author Services
- 25 Customization
- 26 Bulk Orders
- 27 Bestseller List
- 28 KnowledgeBlocks
- 30 ChangeThis
- 23 *We Are All Artists Now*
a ChangeThis Manifesto
by Seth Godin
- 42 Jack Covert Selects