

## Taking The Measure Of Work A Guide To Validated Measures For Organizational Research And Diagnosis

Winner of the Shingo Publication Award Accelerate your organization to win in the marketplace. How can we apply technology to drive business value? For years, we've been told that the performance of software delivery teams doesn't matter—that it can't provide a competitive advantage to our companies. Through four years of groundbreaking research to include data collected from the State of DevOps reports conducted with Puppet, Dr. Nicole Forsgren, Jez Humble, and Gene Kim set out to find a way to measure software delivery performance—and what drives it—using rigorous statistical methods. This book presents both the findings and the science behind that research, making the information accessible for readers to apply in their own organizations. Readers will discover how to measure the performance of their teams, and what capabilities they should invest in to drive higher performance. This book is ideal for management at every level.

This book takes a radically different approach to the concept of autonomy. Killmister defends a theory of autonomy that is four-dimensional and constituted by what she calls 'self-definition,' 'self-realisation,' 'self-unification,' and 'self-constitution.' While sufficiently complex to inform a full range of social applications, this four-dimensional theory is nonetheless unified through the simple idea that autonomy can be understood in terms of self-governance. The 'self' of self-governance occupies two distinct roles: the role of 'personal identity' and the role of 'practical agency.' In each of these roles, the self is responsible for both taking on, and then honouring, a wide range of commitments. One of the key benefits of this theory is that it provides a much richer measure not just of how autonomous an agent is, but also the shape—or degree—of her autonomy. Taking the Measure of Autonomy will be of keen interest to professional philosophers and students across social philosophy, political philosophy, ethics, and action theory who are working on autonomy.

**#1 NEW YORK TIMES BESTSELLER • ONE OF TIME MAGAZINE'S 100 BEST YA BOOKS OF ALL TIME** The extraordinary, beloved novel about the ability of books to feed the soul even in the darkest of times. When Death has a story to tell, you listen. It is 1939. Nazi Germany. The country is holding its breath. Death has never been busier, and will become busier still. Liesel Meminger is a foster girl living outside of Munich, who scratches out a meager existence for herself by stealing when she encounters something she can't resist—books. With the help of her accordion-playing foster father, she learns to read and shares her stolen books with her neighbors during bombing raids as well as with the Jewish man hidden in her basement. In superbly crafted writing that burns with intensity, award-winning author Markus Zusak, author of *I Am the Messenger*, has given us one of the most enduring stories of our time. "The kind of book that can be life-changing." —The New York Times "Deserves a place on the same shelf with *The Diary of a Young Girl* by Anne Frank." —USA Today **DON'T MISS BRIDGE OF CLAY, MARKUS ZUSAK'S FIRST NOVEL SINCE THE BOOK THIEF.**

Presents the text of the classic comedy, in which Isabella is asked to sacrifice her virtue to save her brother's life, along with explanatory notes and commentary.

"From the director of *Race to Nowhere* comes a ... book for parents, students, and educators on how to revolutionize learning, prioritize children's health, and re-envision success for a lifetime"--

The moving story of one woman's struggles and triumphs on the Nebraska frontier In the breathtaking final volume of her acclaimed *Prairie Trilogy*, Pulitzer Prize-winning novelist Willa Cather brings to life one of the most remarkable heroines in American literature. The eldest daughter of Bohemian emigrants, fourteen-year-old *Ántonia* Shimerda arrives in Black Hawk, Nebraska, blissfully unaware of the poverty and heartbreak that lie in store for her family. But as one calamity after another befalls the Shimerdas, *Ántonia* finds the strength not merely to survive, but to thrive. Under the watchful eye of Jim Burden, her neighbor and childhood friend, *Ántonia* blossoms into a woman as beautiful, captivating, and resilient as the Great Plains. My *Ántonia* is the 3rd book in the *Prairie Trilogy*, but you may enjoy reading the series in any order. Told in lush and evocative prose, My *Ántonia* is a masterpiece of twentieth-century literature and a stirring tribute to the homesteaders whose pioneer spirit tamed the American West. This ebook has been professionally proofread to ensure accuracy and readability on all devices.

In this instant New York Times bestseller, Angela Duckworth shows anyone striving to succeed that the secret to outstanding achievement is not talent, but a special blend of passion and persistence she calls "grit." "Inspiration for non-geniuses everywhere" (People). The daughter of a scientist who frequently noted her lack of "genius," Angela Duckworth is now a celebrated researcher and professor. It was her early eye-opening stints in teaching, business consulting, and neuroscience that led to her hypothesis about what really drives success: not genius, but a unique combination of passion and long-term perseverance. In *Grit*, she takes us into the field to visit cadets struggling through their first days at West Point, teachers working in some of the toughest schools, and young finalists in the National Spelling Bee. She also mines fascinating insights from history and shows what can be gleaned from modern experiments in peak performance. Finally, she shares what she's learned from interviewing dozens of high achievers—from JP Morgan CEO Jamie Dimon to New Yorker cartoon editor Bob Mankoff to Seattle Seahawks Coach Pete Carroll. "Duckworth's ideas about the cultivation of tenacity have clearly changed some lives for the better" (The New York Times Book Review). Among *Grit*'s most valuable insights: any effort you make ultimately counts twice toward your goal; grit can be learned, regardless of IQ or circumstances; when it comes to child-rearing, neither a warm embrace nor high standards will work by themselves; how to trigger lifelong interest; the magic of the Hard Thing Rule; and so much more. Winningly personal, insightful, and even life-changing, *Grit* is a book about what goes through your head when you fall down, and how that—not talent or luck—makes all the difference. This is "a fascinating tour of the psychological research on success" (The Wall Street Journal).

**#1 New York Times Bestseller** Legendary venture capitalist John Doerr reveals how the goal-setting system of Objectives and Key Results (OKRs) has helped tech giants from Intel to Google achieve explosive growth—and how it can help any organization thrive. In the fall of 1999, John Doerr met with the founders of a start-up whom he'd just given \$12.5 million, the biggest investment of his career. Larry Page and Sergey Brin had amazing technology, entrepreneurial energy, and sky-high ambitions, but no real business plan. For Google to change the world (or even to survive), Page and Brin had to learn how to make tough choices on priorities while keeping their team on track. They'd have to know when to pull the plug on losing propositions, to fail fast. And they needed timely, relevant data to track their progress—to measure what mattered. Doerr taught them about a proven approach to operating excellence: Objectives and Key Results. He had first discovered OKRs in the 1970s as an engineer at Intel, where the legendary Andy Grove ("the greatest manager of his or any era") drove the best-run company Doerr had ever seen. Later, as a venture capitalist, Doerr shared Grove's brainchild with more than fifty companies. Wherever the process was faithfully practiced, it worked. In this goal-setting system, objectives define what we seek to achieve; key results are how those top-priority goals will be attained with specific, measurable actions within a set time frame. Everyone's goals, from entry level to CEO, are transparent to the entire organization. The benefits are profound. OKRs surface an organization's most important work. They focus effort and foster coordination. They keep employees on track. They link objectives across silos to unify and strengthen the entire company. Along the way, OKRs enhance workplace satisfaction and boost retention. In *Measure What Matters*, Doerr shares a broad range of first-person, behind-the-scenes case studies, with narrators including Bono and Bill Gates, to demonstrate the focus, agility, and explosive growth that OKRs have spurred at so many great organizations. This book will help a new generation of leaders capture the same magic.

In this groundbreaking analysis of personality type, bestselling author of *Better Than Before* and *The Happiness Project* Gretchen Rubin reveals the one simple question that will transform what you do at home, at work, and in life. During her multibook investigation into understanding human nature, Gretchen Rubin realized that by asking the seemingly dry question "How do I

respond to expectations?" we gain explosive self-knowledge. She discovered that based on their answer, people fit into Four Tendencies: Upholders, Questioners, Obligers, and Rebels. Our Tendency shapes every aspect of our behavior, so using this framework allows us to make better decisions, meet deadlines, suffer less stress, and engage more effectively. More than 600,000 people have taken her online quiz, and managers, doctors, teachers, spouses, and parents already use the framework to help people make significant, lasting change. The Four Tendencies hold practical answers if you've ever thought: • People can rely on me, but I can't rely on myself. • How can I help someone to follow good advice? • People say I ask too many questions. • How do I work with someone who refuses to do what I ask—or who keeps telling me what to do? With sharp insight, compelling research, and hilarious examples, The Four Tendencies will help you get happier, healthier, more productive, and more creative. It's far easier to succeed when you know what works for you.

Aerial photographs provide graphic evidence how American land has been divided, developed, and utilized

These Guidelines represent the first attempt to provide international recommendations on collecting, publishing, and analysing subjective well-being data.

Usability Assessment is a concise volume for anyone requiring knowledge and practice in assessing the usability of any type of product, tool, or system before it is launched. It provides a brief history and rationale for conducting usability assessments and examples of how usability assessment methods have been applied, takes readers step by step through the process, highlights challenges and special cases, and offers real-life examples. By the end of the book, readers will have the knowledge and skills they need to conduct their own usability assessments without requiring that they read textbooks or attend workshops. This book will be valuable for undergraduate and graduate students; practitioners; usability professionals; human-computer interaction professionals; researchers in fields such as industrial design, industrial/organizational psychology, and computer science; and those working in a wide range of content domains, such as health care, transportation, product design, aerospace, and manufacturing.

This book was previously titled, Be Excellent at Anything. The Way We're Working Isn't Working is one of those rare books with the power to profoundly transform the way we work and live. Demand is exceeding our capacity. The ethic of "more, bigger, faster" exacts a series of silent but pernicious costs at work, undermining our energy, focus, creativity, and passion. Nearly 75 percent of employees around the world feel disengaged at work every day. The Way We're Working Isn't Working offers a groundbreaking approach to reenergizing our lives so we're both more satisfied and more productive—on the job and off. By integrating multidisciplinary findings from the science of high performance, Tony Schwartz, coauthor of the #1 bestselling The Power of Full Engagement, makes a persuasive case that we're neglecting the four core needs that energize great performance: sustainability (physical); security (emotional); self-expression (mental); and significance (spiritual). Rather than running like computers at high speeds for long periods, we're at our best when we pulse rhythmically between expending and regularly renewing energy across each of our four needs. Organizations undermine sustainable high performance by forever seeking to get more out of their people. Instead they should seek systematically to meet their four core needs so they're freed, fueled, and inspired to bring the best of themselves to work every day. Drawing on extensive work with an extra-ordinary range of organizations, among them Google, Ford, Sony, Ernst & Young, Shell, IBM, the Los Angeles Police Department, and the Cleveland Clinic, Schwartz creates a road map for a new way of working. At the individual level, he explains how we can build specific rituals into our daily schedules to balance intense effort with regular renewal; offset emotionally draining experiences with practices that fuel resilience; move between a narrow focus on urgent demands and more strategic, creative thinking; and balance a short-term focus on immediate results with a values-driven commitment to serving the greater good. At the organizational level, he outlines new policies, practices, and cultural messages that Schwartz's client companies have adopted. The Way We're Working Isn't Working offers individuals, leaders, and organizations a highly practical, proven set of strategies to better manage the relentlessly rising demands we all face in an increasingly complex world.

From #1 New York Times bestselling author Dava Sobel, the "inspiring" (People), little-known true story of women's landmark contributions to astronomy A New York Times Book Review Notable Book of 2017 Named one of the best books of the year by NPR, The Economist, Smithsonian, Nature, and NPR's Science Friday Nominated for the PEN/E.O. Wilson Literary Science Writing Award "A joy to read." —The Wall Street Journal In the mid-nineteenth century, the Harvard College Observatory began employing women as calculators, or "human computers," to interpret the observations their male counterparts made via telescope each night. At the outset this group included the wives, sisters, and daughters of the resident astronomers, but soon the female corps included graduates of the new women's colleges—Vassar, Wellesley, and Smith. As photography transformed the practice of astronomy, the ladies turned from computation to studying the stars captured nightly on glass photographic plates. The "glass universe" of half a million plates that Harvard amassed over the ensuing decades—through the generous support of Mrs. Anna Palmer Draper, the widow of a pioneer in stellar photography—enabled the women to make extraordinary discoveries that attracted worldwide acclaim. They helped discern what stars were made of, divided the stars into meaningful categories for further research, and found a way to measure distances across space by starlight. Their ranks included Williamina Fleming, a Scottish woman originally hired as a maid who went on to identify ten novae and more than three hundred variable stars; Annie Jump Cannon, who designed a stellar classification system that was adopted by astronomers the world over and is still in use; and Dr. Cecilia Helena Payne, who in 1956 became the first ever woman professor of astronomy at Harvard—and Harvard's first female department chair. Elegantly written and enriched by excerpts from letters, diaries, and memoirs, The Glass Universe is the hidden history of the women whose contributions to the burgeoning field of astronomy forever changed our understanding of the stars and our place in the universe.

Carolyn and Nora—a single business owner and a stay at home mom—tackle the stereotypes and one-size-fits-all thinking that have left women struggling to understand how to balance roles in the home and work place for generations.

Praise for How to Measure Anything: Finding the Value of Intangibles in Business "I love this book. Douglas Hubbard helps us create a path to know the answer to almost any question in business, in science, or in life . . . Hubbard helps us by showing us that when we seek metrics to solve problems, we are really trying to know something better than we know it now. How to Measure Anything provides just the tools most of us need to measure anything better, to gain that insight, to make progress, and to succeed." -Peter Tippett, PhD, M.D. Chief Technology Officer at CyberTrust and inventor of the first antivirus software "Doug Hubbard has provided an easy-to-read, demystifying explanation of how managers can inform themselves to make less

risky, more profitable business decisions. We encourage our clients to try his powerful, practical techniques." -Peter Schay EVP and COO of The Advisory Council "As a reader you soon realize that actually everything can be measured while learning how to measure only what matters. This book cuts through conventional clichés and business rhetoric and offers practical steps to using measurements as a tool for better decision making. Hubbard bridges the gaps to make college statistics relevant and valuable for business decisions." -Ray Gilbert EVP Lucent "This book is remarkable in its range of measurement applications and its clarity of style. A must-read for every professional who has ever exclaimed, 'Sure, that concept is important, but can we measure it?'" -Dr. Jack Stenner Cofounder and CEO of MetraMetrics, Inc.

It's no secret that you can't improve your organization's performance without measuring it. In fact, every function, unit, process, and the organization as a whole, is built and run according to the parameters and expectations of its measurement system. So you'd better make sure you're doing it right. All too often, performance measurement creates dysfunction, whether among individuals, teams, or across entire divisions and companies. Most traditional measurement systems actually encourage unhealthy competition for personal gain, creating internal conflict and breeding distrust of performance measurement. Transforming Performance Measurement presents a breakthrough approach that will not only significantly reduce those dysfunctions, but also promote alignment with business strategy, maximize cross-enterprise integration, and help everyone to work collaboratively to drive value throughout your organization. Performance improvement thought leader Dean Spitzer explains why performance measurement should be less about calculations and analysis and more about the crucial social factors that determine how well the measurements get used. His "socialization of measurement" process focuses on learning and improvement from measurement, and on the importance of asking such questions as: How well do our measures reflect our business model? How successfully are they driving our strategy? What should we be measuring and not measuring? Are the right people having the right measurement discussions? Performance measurement is a dynamic process that calls for an awareness of the balance necessary between seemingly disparate ideas: the technical and the social aspects of performance measurement. For example, you need technology to manage the flood of data, but you must make sure that it supports the people who will be making decisions and taking action crucial to your organization's success. This book shows you how to design that technical-social balance into your measurement system. While it is urgent to start taking action now, transforming your organization's performance measurement system will take time. Transforming Performance Measurement gives you assessment tools to gauge where you are now and a roadmap for moving, with little or no disruption, to a more "transformational" and mature measurement system. The book also provides 34 TMAPs, Transformational Measurement Action Plans, which suggest both well-accepted and "emergent" measures (in areas such as marketing, human resources, customer service, knowledge management, productivity, information technology, research and development, costing, and more) that you can use right away. In the end, you get what you measure. If you measure the wrong things, you will take your company farther and farther away from its mission and strategic goals. Transforming Performance Measurement tells you not only what to measure, but how to do it -- and in what context -- to make a truly transformational difference in your enterprise.

A scientific response to the best-selling *The Bell Curve* which set off a hailstorm of controversy upon its publication in 1994. Much of the public reaction to the book was polemic and failed to analyse the details of the science and validity of the statistical arguments underlying the book's conclusion. Here, at last, social scientists and statisticians reply to *The Bell Curve* and its conclusions about IQ, genetics and social outcomes.

A clear and concise introduction and reference for anyone new to the subject of statistics.

In the spring of 2010, Harvard Business School's graduating class asked HBS professor Clay Christensen to address them—but not on how to apply his principles and thinking to their post-HBS careers. The students wanted to know how to apply his wisdom to their personal lives. He shared with them a set of guidelines that have helped him find meaning in his own life, which led to this now-classic article. Although Christensen's thinking is rooted in his deep religious faith, these are strategies anyone can use. Since 1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice. The Harvard Business Review Classics series now offers you the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world.

This book breaks new ground on how policymakers and journalists can fairly assess charter school performance. The editors and authors show how good approaches to charter school assessment would also work for regular public schools, which is important because of the requirements of No Child Left Behind.

In an online and social media world, measurement is the key to success. If you can measure your key business relationships, you can improve them. Even though relationships are "fuzzy and intangible," they can be measured and managed—with powerful results. *Measure What Matters* explains simple, step-by-step procedures for measuring customers, social media reputation, influence and authority, the media, and other key constituencies. Based on hundreds of case studies about how organizations have used measurement to improve their reputations, strengthen their bottom lines, and improve efficiencies all around. Learn how to collect the data that will help you better understand your competition, do strategic planning, understand key strengths and weaknesses, and better respond to customer preferences. Author runs a successful blog and serves as a measurement consultant to companies such as Facebook, Southwest Airlines, Raytheon, and Allstate. Don't draw conclusions or make key decisions based on guesswork. Instead, *Measure What Matters* and the difference will show in the most important measure: your bottom line.

A powerful manifesto for CEOs and employees alike: Influential and award-winning business leader Margaret Heffernan reveals how organizations can build ideal workplace cultures and create seismic shifts by making deceptively small changes. By implementing sweeping changes, businesses often think it's possible to do better, to earn more, and have happier employees. So why does engagement prove so difficult and productivity so elusive? In *Beyond Measure*, Margaret Heffernan looks back over her decades spent overseeing different organizations and comes to a counterintuitive conclusion: it's the small shifts that have the greatest impact. Heffernan argues that building the strongest organization can be accelerated by implementing seemingly small changes, such as embracing conflict as a creative catalyst; using every mind on the team; celebrating mistakes; speaking up and listening more; and encouraging time off from work. Packed with incredible anecdotes and startling statistics, *Beyond Measure* takes us on a fascinating tour across the globe, highlighting disparate businesses and revealing how

they've managed to change themselves in big ways through incremental shifts. How did the CIA revolutionize their intelligence gathering with one simple question? How did one organization increase their revenue by \$15 million by instituting a short coffee break? How can a day-long hackathon change the culture of a company? Told with wry wit and knowing humor, Heffernan proves that it's often the small changes that make the greatest, most lasting impact.

The Pulitzer Prize-winning journalist and author of *Contending with Kennan* evaluates the ways in which Dick Cheney has redefined the role of the American vice presidency by assuming unprecedented responsibilities and wielding history-making power. 200,000 first printing.

Measure for Measure sets a new standard for accurate, user friendly conversion factor references. This handbook, with over 39,000 conversions for over 5,100 different units, has been designed specifically for engineers, scientists, teachers, students, and construction, maintenance and industrial workers.

This book is a handbook for people who want to assure the use of reliable and valid questionnaires for collecting information about organizations. It significantly reduces the time and effort required for obtaining validated multi-question measures of aspects of organizational 'health' such as employee job satisfaction, organizational commitment, organizational justice, and workplace behaviors. It helps users in measuring some factors underlying employee perceptions of work such as job characteristics, role ambiguity or conflict, job stress, and the extent to which employees believe their values and those of the organization are congruent. All the measures in the book have been used and tested in research studies published in the 1990's. In addition, all the measures describe the extent and types of reliability and validity tests that have been completed, a feature that organizational researchers should find particularly useful. All in all, this book is a handy tool to increase the efficiency of researchers, consultants, managers, or organizational development specialists in obtaining reliable and valid information about how employees view their jobs and organizations.

Uses four factors--energy capture per capita, organization, information technology and war-making capacity--to attempt to show which world regions were the most powerful throughout all of human history. BUSINESS STRATEGY. "The 4 Disciplines of Execution" offers the what but also how effective execution is achieved. They share numerous examples of companies that have done just that, not once, but over and over again. This is a book that every leader should read! (Clayton Christensen, Professor, Harvard Business School, and author of "The Innovator's Dilemma.") Do you remember the last major initiative you watched die in your organization? Did it go down with a loud crash? Or was it slowly and quietly suffocated by other competing priorities? By the time it finally disappeared, it's likely no one even noticed. What happened? The whirlwind of urgent activity required to keep things running day-to-day devoured all the time and energy you needed to invest in executing your strategy for tomorrow. "The 4 Disciplines of Execution" can change all that forever.

Good performance measurement frameworks show taxpayers what they are getting for their money and enable the Government to assess whether it is achieving its key objectives cost-effectively. In its final review of the quality of the data systems used by government departments to measure progress against Public Service Agreements (PSAs), the NAO concludes that the PSA framework provided a clear focus on the objectives that mattered for the then Government, and had gradually improved. The quality of data systems and of disclosures about measurement policies has risen: 58 per cent of PSA data systems, under 2007's Comprehensive Spending Review (CSR07), were fit for purpose, up from 30 per cent under the 2002 Spending Review. The NAO notes, however, that a third of CSR07 systems needed strengthening to improve controls or transparency and 10 per cent of systems were not fit for purpose. PSAs became progressively more focused on key priorities, and more clearly stated however they generally did not make clear the extent to which outcomes were the result of government activity. And financial information has been poorly linked with PSA indicators. The apportionment of annual departmental expenditure was not broken down by the indicators used to report progress and did not facilitate more in-depth analysis of the cost of progress. This hinders strategic decision-making because it is not clear what allocation of available resources could achieve the best overall results. The ability to link financial and performance information is particularly significant at a time when public sector budgets face severe cuts.

Poorly designed employee surveys frustrate participants, analysts, and executives and can end up doing more harm than good. Alec Levenson offers sensible, practical ways to make them more useful and accurate and counters a number of unhelpful but common practices. He provides specific advice for ensuring that the purpose and desired outcomes of surveys are clear, the questions are designed to provide the most relevant and accurate data, and the results are actionable. He also looks at a wealth of specific issues, such as the best benchmarking practices, the benefits of multivariate modeling for analyzing results, the linking of survey data with performance data, the best ways to measure employee engagement, the pros and cons of respondent anonymity, and much more.

This is a graduate text introducing the fundamentals of measure theory and integration theory, which is the foundation of modern real analysis. The text focuses first on the concrete setting of Lebesgue measure and the Lebesgue integral (which in turn is motivated by the more classical concepts of Jordan measure and the Riemann integral), before moving on to abstract measure and integration theory, including the standard convergence theorems, Fubini's theorem, and the Carathéodory extension theorem. Classical differentiation theorems, such as the Lebesgue and Rademacher differentiation theorems, are also covered, as are connections with probability theory. The material is intended to cover a quarter or semester's worth of material for a first graduate course in real analysis. There is an emphasis in the text on tying together the abstract and the concrete sides of the subject, using the latter to illustrate and motivate the former. The central role of key principles (such as Littlewood's three principles) as providing guiding intuition to the subject is also emphasized. There are a large number of exercises throughout that develop key aspects of the theory, and are thus an integral component of the text. As a supplementary section, a discussion of general problem-solving strategies in analysis is also given. The last three sections discuss optional topics related to the main matter of the book.

The Wages of Wins is a proper analysis of the data generated by professional sports; it tells many tales that are inconsistent with the myths put forward by the media, industry, and consumers of professional sport.

Measure, Use, Improve! Data Use in Out-of-School Time shares the experience and wisdom from a broad cross-section of out-of-school time professionals, ranging from internal evaluators, to funders, to researchers, to policy advocates. Key themes of the volume include building support for learning and evaluation within out-of-school time programs, creating and sustaining continuous quality improvement efforts, authentically engaging young people and caregivers in evaluation, and securing funder support for learning and evaluation. This volume will be particularly useful to leadership-level staff in out-of-school time organizations that are thinking about deepening their own learning and evaluation systems, yet aren't sure where to start. Authors share conceptual frameworks that have helped inform their thinking, walk through practical examples of how they use data in out-of-school time, and offer advice to colleagues.

Photographs and essays express "the way the American landscape has been forged by various cultures in the past and what the possibilities are for its future design."--Jacket.

The definitive refutation to the argument of The Bell Curve. When published in 1981, The Mismeasure of Man was immediately hailed as a masterwork, the ringing answer to those who would classify people, rank them according to their supposed genetic gifts and limits. And yet the idea of innate limits—of biology as destiny—dies hard, as witness the attention devoted to The Bell Curve, whose arguments are here so effectively anticipated and thoroughly undermined by Stephen Jay Gould. In this edition Dr. Gould has written a substantial new introduction telling how and why he wrote the book and tracing the subsequent history of the controversy on innateness right through The Bell Curve. Further, he has added five essays on questions of The Bell Curve in particular and on race, racism, and biological determinism in general. These additions strengthen the book's claim to be, as Leo J. Kamin of Princeton University has said, "a major contribution toward deflating pseudo-biological 'explanations' of our present social woes."

The social sector provides services to a wide range of people throughout the world with the aim of creating social value. While doing good is great, doing it well is even better. These organizations, whether nonprofit, for-profit, or public, increasingly need to demonstrate that their efforts are making a positive impact on the world, especially as competition for funding and other scarce resources increases. This heightened focus on impact is positive: learning whether we are making a difference enhances our ability to address pressing social problems effectively and is critical to wise stewardship of resources. Yet demonstrating efficacy remains a big hurdle for most organizations. The Goldilocks Challenge provides a parsimonious framework for measuring the strategies and impact of social sector organizations. A good data strategy starts first with a sound theory of change that helps organizations decide what elements they should monitor and measure. With a theory of change providing solid underpinning, the Goldilocks framework then puts forward four key principles, the CART principles: Credible data that are high quality and analyzed appropriately, Actionable data will actually influence future decisions; Responsible data create more benefits than costs; and Transportable data build knowledge that can be used in the future and by others. Mary Kay Gugerty and Dean Karlan combine their extensive experience working with nonprofits, for-profits and government with their understanding of measuring effectiveness in this insightful guide to thinking about and implementing evidence-based change. This book is an invaluable asset for nonprofit, social enterprise and government leaders, managers, and funders—including anyone considering making a charitable contribution to a nonprofit—to ensure that these organizations get it "just right" by knowing what data to collect, how to collect it, how it can be analyzed, and drawing implications from the analysis. Everyone who wants to make positive change should focus on the top priority: using data to learn, innovate, and improve program implementation over time. Gugerty and Karlan show how.

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