

## Doing Good Better How Effective Altruism Can Help You Help Others Do Work That Matters And Make Smarter Choices About Giving Back

The Wall Street Journal bestseller—a Financial Times Business Book of the Month and named by The Washington Post as “One of the 11 Leadership Books to Read in 2018”—is “a refreshingly data-based, clearheaded guide” (Publishers Weekly) to individual performance, based on a groundbreaking study. Why do some people perform better at work than others? This deceptively simple question continues to confound professionals in all sectors of the workforce. Now, after a unique, five-year study of more than 5,000 managers and employees, Morten Hansen reveals the answers in his “Seven Work Smarter Practices” that can be applied by anyone looking to maximize their time and performance. Each of Hansen’s seven practices is highlighted by inspiring stories from individuals in his comprehensive study. You’ll meet a high school principal who engineered a dramatic turnaround of his failing high school; a rural Indian farmer determined to establish a better way of life for women in his village; and a sushi chef, whose simple preparation has led to his unassuming restaurant being awarded the maximum of three Michelin stars. Hansen also explains how the way Alfred Hitchcock filmed Psycho and the 1911 race to become the first explorer to reach the South Pole both illustrate the use of his seven practices. Each chapter “is intended to inspire people to be better workers...and improve their own work performance” (Booklist) with questions and key insights to allow you to assess your own performance and figure out your work strengths, as well as your weaknesses. Once you understand your individual style, there are mini-quizzes, questionnaires, and clear tips to assist you focus on a strategy to become a more productive worker. Extensive, accessible, and friendly, Great at Work will help us “reengineer our work lives, reduce burnout, and improve performance and job satisfaction” (Psychology Today). In the present book, How to Win Friends and Influence People, Dale Carnegie says, “You can make someone want to do what you want them to do by seeing the situation from the other person’s point of view and arousing in the other person an eager want.” You learn how to make people like you, win people over to your way of thinking, and change people without causing offense or arousing resentment. For instance, “let the other person feel that the idea is his or hers” and “talk about your own mistakes before criticizing the other person.” This book is all about building relationships. With good relationships, personal and business successes are easy and swift to achieve. Twelve Ways to Win People to Your Way of Thinking

1. The only way to get the best of an argument is to avoid it.
2. Show respect for the other person's opinions. Never say "You're wrong."
3. If you're wrong, admit it quickly and emphatically.
4. Begin in a friendly way.
5. Start with questions to which the other person will answer yes.
6. Let the other person do a great deal of the talking.
7. Let the other person feel the idea is his or hers.
8. Try honestly to see things from the other person's point of view.
9. Be sympathetic with the other person's ideas and desires.
10. Appeal to the nobler motives.
11. Dramatize your ideas.
12. Throw down a challenge.

In 2010, Haiti was ravaged by a brutal earthquake that affected the lives of millions. The call to assist those in need was heard

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around the globe. Yet two years later humanitarian efforts led by governments and NGOs have largely failed. Resources are not reaching the needy due to bureaucratic red tape, and many assets have been squandered. How can efforts intended to help the suffering fail so badly? In this timely and provocative book, Christopher J. Coyne uses the economic way of thinking to explain why this and other humanitarian efforts that intend to do good end up doing nothing or causing harm. In addition to Haiti, Coyne considers a wide range of interventions. He explains why the U.S. government was ineffective following Hurricane Katrina, why the international humanitarian push to remove Muammar Gaddafi in Libya may very well end up causing more problems than prosperity, and why decades of efforts to respond to crises and foster development around the world have resulted in repeated failures. In place of the dominant approach to state-led humanitarian action, this book offers a bold alternative, focused on establishing an environment of economic freedom. If we are willing to experiment with aid—asking questions about how to foster development as a process of societal discovery, or how else we might engage the private sector, for instance—we increase the range of alternatives to help people and empower them to improve their communities. Anyone concerned with and dedicated to alleviating human suffering in the short term or for the long haul, from policymakers and activists to scholars, will find this book to be an insightful and provocative reframing of humanitarian action.

Analyzes eleven challenges from which communities, relationships, and friendships suffer after staying together long enough, looking at how such factors as loss of identity, entitlement, and doubt can be gifts rather than curses.

Almost all of us want to make a difference. So we volunteer, donate to charity, recycle or try to cut down our carbon emissions. But rarely do we know how much of a difference we're really making. In a remarkable re-examination of the evidence, *Doing Good Better* reveals why buying sweatshop-produced goods benefits the poor; why cosmetic surgeons can do more good than charity workers; and why giving to a relief fund is generally not the best way to help after a natural disaster. By examining the charities you give to, the volunteering you do, the goods you buy and the career you pursue, this fascinating and often surprising guide shows how through simple actions you can improve thousands of lives - including your own.

If you're an executive director, board member, leader, staff member, or even a volunteer in a nonprofit, you've chosen this path because you want to make the world better. Yet the majority who work in nonprofits often feel like they're running in place, frustrated because they don't have a blueprint for working more efficiently with their colleagues. The source of this dissatisfaction is often rooted in two crucial issues that affect the proficient operations of nearly all nonprofits: dysfunctional and ambiguous views regarding who has power and who makes decisions. Even when these responsibilities are somewhat clear, decision-making unrest is common, resulting in confusion, stymied leaders, and disempowered staff. If this has been your experience, *Do More Good. Better.* is a powerful, easy-to-implement solution to fix this dysfunction. With simple steps and insightful activities that address the underlying roles that fear, conflict, and confusion play in your organization's decision-making ecosystem, the book provides you with the tools to promote a straightforward, consistent, non-threatening way to advocate for power and decision-making that is feasible and makes sense, effecting a positive transformation in all members of your nonprofit. If you're ready to say

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goodbye to persistent overwhelm and the sense that you're never doing enough-without hiring more people or spending more money-this book offers you the framework to help you harness the full potential of your team, love your job more, and use your existing human and financial resources more effectively to do more good ... better.

Get ready to question everything you've been told about charity, and to find out how you can truly succeed at making the world a better place. Many of us donate to charitable causes, and millions more work or volunteer for non-profit organizations. Yet virtually none of us have been taught what it means to succeed at doing good, let alone how to do so. In short, we've never been encouraged to treat charity with the seriousness and rigor it deserves. How to be Great at Doing Good is a complacency-shattering guidebook for anyone who wants to actually change the world, whether as a donor, a volunteer, or a non-profit staffer. Drawing on eye-opening studies in psychology and human behavior, surprising interviews with philanthropy professionals, and the author's fifteen years of experience founding and managing top-rated non-profits, this book is an essential read for anyone who wants to do more good with their time and money. Find out how Bill Gates and a team of MIT grads are saving thousands of lives by applying business principles to charity work – and how we can too Peer inside our brains as we donate, and discover how the same chemical forces that make us crave junk food and sex can steer us toward bad charity decisions See why following our passion and doing what we're good at can actually doom our efforts to improve the world Learn how two seemingly identical charities can have jaw-dropping differences in impact, and find out how to pick the best one when donating Sure to generate controversy among non-profits and philanthropists who prefer business as usual, How to be Great at Doing Good reveals that a more calculated, effective approach to charity work isn't just possible – it's absolutely necessary for those who want to succeed at changing the world.

Don't try to do it all. Do more good. Better. I am no productivity guru. I am a writer, a church leader, a husband, and a father—a Christian with a lot of responsibilities and with new tasks coming at me all the time. I wrote this short, fast-paced, practical guide to productivity to share what I have learned about getting things done in today's digital world. Whether you are a student or a professional, a work-from-home dad or a stay-at-home mom, it will help you learn to structure your life to do the most good to the glory of God. In Do More Better, you will learn: Common obstacles to productivityThe great purpose behind productivity3 essential tools for getting things doneThe power of daily and weekly routines And much more, including bonus material on taming your email and embracing the inevitable messiness of productivity. It really is possible to live a calm and orderly life, sure of your responsibilities and confident in your progress. You can do more better. And I would love to help you get there. –Tim Challies

An argument for putting sentiment aside and maximizing the practical impact of our donated dollars: "Powerful, provocative" (Nicholas Kristof, The New York Times). Peter Singer's books and ideas have been disturbing our complacency ever since the appearance of Animal Liberation. Now he directs our attention to a challenging new movement in which his own ideas have played a crucial role: effective altruism. Effective altruism is built upon the simple but profoundly unsettling idea that living a fully ethical life involves doing the "most good you can do." Such a life requires a rigorously unsentimental view of charitable giving: to be a worthy recipient of our support, an organization must be

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able to demonstrate that it will do more good with our money or our time than other options open to us. Singer introduces us to an array of remarkable people who are restructuring their lives in accordance with these ideas, and shows how, paradoxically, living altruistically often leads to greater personal fulfillment than living for oneself. Doing the Most Good develops the challenges Singer has made, in the New York Times and Washington Post, to those who donate to the arts, and to charities focused on helping our fellow citizens, rather than those for whom we can do the most good. Effective altruists are extending our knowledge of the possibilities of living less selfishly, and of allowing reason, rather than emotion, to determine how we live. Doing the Most Good offers new hope for our ability to tackle the world's most pressing problems.

The #1 New York Times bestseller. Over 3 million copies sold! Tiny Changes, Remarkable Results No matter your goals, Atomic Habits offers a proven framework for improving--every day. James Clear, one of the world's leading experts on habit formation, reveals practical strategies that will teach you exactly how to form good habits, break bad ones, and master the tiny behaviors that lead to remarkable results. If you're having trouble changing your habits, the problem isn't you. The problem is your system. Bad habits repeat themselves again and again not because you don't want to change, but because you have the wrong system for change. You do not rise to the level of your goals. You fall to the level of your systems. Here, you'll get a proven system that can take you to new heights. Clear is known for his ability to distill complex topics into simple behaviors that can be easily applied to daily life and work. Here, he draws on the most proven ideas from biology, psychology, and neuroscience to create an easy-to-understand guide for making good habits inevitable and bad habits impossible. Along the way, readers will be inspired and entertained with true stories from Olympic gold medalists, award-winning artists, business leaders, life-saving physicians, and star comedians who have used the science of small habits to master their craft and vault to the top of their field. Learn how to: • make time for new habits (even when life gets crazy); • overcome a lack of motivation and willpower; • design your environment to make success easier; • get back on track when you fall off course; ...and much more. Atomic Habits will reshape the way you think about progress and success, and give you the tools and strategies you need to transform your habits--whether you are a team looking to win a championship, an organization hoping to redefine an industry, or simply an individual who wishes to quit smoking, lose weight, reduce stress, or achieve any other goal.

Winner of the Virginia and Warren Stone Prize awarded annually by Harvard University Press for an outstanding book on education and society What makes a great teacher great? Who are the professors students remember long after graduation? This book, the conclusion of a fifteen-year study of nearly one hundred college teachers in a wide variety of fields and universities, offers valuable answers for all educators. The short answer is—it's not what teachers do, it's what they understand. Lesson plans and lecture notes matter less than the special way teachers comprehend the subject and value human learning. Whether historians or physicists, in El Paso or St. Paul, the best teachers know their subjects inside and out—but they also know how to engage and challenge students and to provoke impassioned responses. Most of all, they believe two things fervently: that teaching matters and that students can learn.

Most of us want to make a difference. We donate our time and money to charities and causes we deem worthy, choose careers we consider meaningful, and patronize businesses and buy products we believe make the world a better place. Unfortunately, we often base these decisions on assumptions and emotions rather than facts. As a result, even our best intentions often lead to ineffective—and sometimes downright harmful—outcomes. How can we do better? While a researcher at Oxford, trying to figure out which career would allow him to have the greatest impact, William MacAskill confronted this problem head on. He discovered that much of the potential for change was being

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squandered by lack of information, bad data, and our own prejudice. As an antidote, he and his colleagues developed effective altruism, a practical, data-driven approach that allows each of us to make a tremendous difference regardless of our resources. Effective altruists believe that it's not enough to simply do good; we must do good better. At the core of this philosophy are five key questions that help guide our altruistic decisions: How many people benefit, and by how much? Is this the most effective thing I can do? Is this area neglected? What would have happened otherwise? What are the chances of success, and how good would success be? By applying these questions to real-life scenarios, MacAskill shows how many of our assumptions about doing good are misguided. For instance, he argues one can potentially save more lives by becoming a plastic surgeon rather than a heart surgeon; measuring overhead costs is an inaccurate gauge of a charity's effectiveness; and, it generally doesn't make sense for individuals to donate to disaster relief. MacAskill urges us to think differently, set aside biases, and use evidence and careful reasoning rather than act on impulse. When we do this—when we apply the head and the heart to each of our altruistic endeavors—we find that each of us has the power to do an astonishing amount of good.

For the first time in history, eradicating world poverty is within our reach. Yet around the world, a billion people struggle to live each day on less than many of us pay for bottled water. In *The Life You Can Save*, Peter Singer uses ethical arguments, illuminating examples, and case studies of charitable giving to show that our current response to world poverty is not only insufficient but morally indefensible. *The Life You Can Save* teaches us to be a part of the solution, helping others as we help ourselves.

*Doing Good Well* is a thinking man's guide to the nonprofit world. It is replete with nonprofit paradigms. It provides a different twist to what one might regard as straightforward notions such as mission, staff compensation, governance and corporate social responsibility. And it surprises and challenges even as it seeks to explain charity-specific issues such as charitableness, bridging the rich/poor divide, informed giving and social entrepreneurship.

How should we make decisions when we're uncertain about what we ought, morally, to do? Decision-making in the face of fundamental moral uncertainty is underexplored terrain: MacAskill, Bykvist, and Ord argue that there are distinctive norms by which it is governed, and which depend on the nature of one's moral beliefs.

Asserts that 250 years ago, some parts of the world began to experience sustained progress, opening up gaps and setting the stage for today's hugely unequal world and examines the United States, a nation that has prospered but is today experiencing slower growth and increasing inequality.

MARCH is Community Social Services Awareness month! Is your organization looking for service project ideas? An increasing number of schools, workplaces, and organizations are doing family service projects as a way to make positive change in their communities. The 101 projects in *Doing Good Together* answer this growing demand for family service with hands-on projects focused on easing poverty, promoting literacy, supporting the troops, helping the environment, and more.

*The Challenge Built to Last*, the defining management study of the nineties, showed how great companies triumph over time and how long-term sustained performance can be engineered into the DNA of an enterprise from the very beginning. But what about the company that is not born with great DNA? How can good companies, mediocre companies, even bad companies achieve enduring greatness? The Study For years, this question preyed on the mind of Jim Collins. Are there companies that defy gravity and convert long-term mediocrity or worse into long-term superiority? And if so, what are the universal distinguishing

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characteristics that cause a company to go from good to great? The Standards Using tough benchmarks, Collins and his research team identified a set of elite companies that made the leap to great results and sustained those results for at least fifteen years. How great? After the leap, the good-to-great companies generated cumulative stock returns that beat the general stock market by an average of seven times in fifteen years, better than twice the results delivered by a composite index of the world's greatest companies, including Coca-Cola, Intel, General Electric, and Merck. The Comparisons The research team contrasted the good-to-great companies with a carefully selected set of comparison companies that failed to make the leap from good to great. What was different? Why did one set of companies become truly great performers while the other set remained only good? Over five years, the team analyzed the histories of all twenty-eight companies in the study. After sifting through mountains of data and thousands of pages of interviews, Collins and his crew discovered the key determinants of greatness -- why some companies make the leap and others don't. The Findings The findings of the Good to Great study will surprise many readers and shed light on virtually every area of management strategy and practice. The findings include: Level 5 Leaders: The research team was shocked to discover the type of leadership required to achieve greatness. The Hedgehog Concept (Simplicity within the Three Circles): To go from good to great requires transcending the curse of competence. A Culture of Discipline: When you combine a culture of discipline with an ethic of entrepreneurship, you get the magical alchemy of great results. Technology Accelerators: Good-to-great companies think differently about the role of technology. The Flywheel and the Doom Loop: Those who launch radical change programs and wrenching restructurings will almost certainly fail to make the leap. "Some of the key concepts discerned in the study," comments Jim Collins, "fly in the face of our modern business culture and will, quite frankly, upset some people." Perhaps, but who can afford to ignore these findings?

This is the first collective study of the thinking behind the effective altruism movement. This movement comprises a growing global community of people who organise significant parts of their lives around the two key concepts represented in its name. Altruism is the idea that if we use a significant portion of the resources in our possession - whether money, time, or talents - with a view to helping others then we can improve the world considerably. When we do put such resources to altruistic use, it is crucial to focus on how much good this or that intervention is reasonably expected to do per unit of resource expended (as a gauge of effectiveness). We can try to rank various possible actions against each other to establish which will do the most good with the resources expended. Thus we could aim to rank various possible kinds of action to alleviate poverty against one another, or against actions aimed at very different types of outcome, focused perhaps on animal welfare or future generations. The scale and organisation of the effective altruism movement encourage careful dialogue on questions that have perhaps long been there, throwing them into new and sharper relief, and giving rise to previously unnoticed questions. In this volume a team of internationally recognised philosophers, economists, and political theorists present refined and in-depth explorations of issues that arise once one takes seriously the twin ideas of altruistic commitment and effectiveness.

What does it mean to devote yourself wholly to helping others? In *Strangers Drowning*, Larissa MacFarquhar seeks out people

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living lives of extreme ethical commitment and tells their deeply intimate stories; their stubborn integrity and their compromises; their bravery and their recklessness; their joys and defeats and wrenching dilemmas. A couple adopts two children in distress. But then they think: If they can change two lives, why not four? Or ten? They adopt twenty. But how do they weigh the needs of unknown children in distress against the needs of the children they already have? Another couple founds a leprosy colony in the wilderness in India, living in huts with no walls, knowing that their two small children may contract leprosy or be eaten by panthers. The children survive. But what if they hadn't? How would their parents' risk have been judged? A woman believes that if she spends money on herself, rather than donate it to buy life-saving medicine, then she's responsible for the deaths that result. She lives on a fraction of her income, but wonders: when is compromise self-indulgence and when is it essential? We honor such generosity and high ideals; but when we call people do-gooders there is skepticism in it, even hostility. Why do moral people make us uneasy? Between her stories, MacFarquhar threads a lively history of the literature, philosophy, social science, and self-help that have contributed to a deep suspicion of do-gooders in Western culture. Through its sympathetic and beautifully vivid storytelling, *Strangers Drowning* confronts us with fundamental questions about what it means to be human. In a world of strangers drowning in need, how much should we help, and how much can we help? Is it right to care for strangers even at the expense of those we are closest to? Moving and provocative, *Strangers Drowning* challenges us to think about what we value most, and why.

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Human rights activist and historian Roxanne Dunbar-Ortiz has been described as “a force of nature on the page and off.” That force is fully present in *Blood on the Border*, the third in her acclaimed series of memoirs. Seamlessly blending the personal and the political, *Blood on the Border* is Dunbar-Ortiz's firsthand account of the decade-long dirty war pursued by the Contras and the United States against the people of Nicaragua. With the 1981 bombing of a Nicaraguan plane in Mexico City—a plane Dunbar-Ortiz herself would have been on if not for a delay—the US-backed Contras (short for los contrarrevolucionarios) launched a major offensive against Nicaragua's Sandinista regime, which the Reagan administration labeled as communist. While her rich political analysis of the US-Nicaraguan relationship bears the mark of a trained historian, Dunbar-Ortiz also writes from her perspective as an intrepid activist who spent months at a time throughout the 1980s in the war-torn country, especially in the remote northeastern region, where the Indigenous Miskitu people were relentlessly assailed and nearly wiped out by CIA-trained Contra mercenaries. She makes painfully clear the connections between what many US Americans today remember only vaguely as the Iran-Contra “affair” and ongoing US aggression in the Americas, the Middle East, and around the world—connections made even more explicit in a new afterword written for this edition. A compelling, important, and sobering story on its own, *Blood on the Border* offers a deeply informed, closely observed, and heartfelt view of history in the making.

An up-and-coming visionary in the world of philanthropy and a cofounder of the effective altruism movement explains why most of

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our ideas about how to make a difference are wrong and presents a counterintuitive way for each of us to do the most good possible. While a researcher at Oxford, William MacAskill decided to devote his study to a simple question: How can we do good better? MacAskill realized that, while most of us want to make a difference, we often decide how to do so based on assumptions and emotions rather than facts. As a result, our good intentions often lead to ineffective, sometimes downright harmful, outcomes. As an antidote, MacAskill and his colleagues developed effective altruism—a practical, data-driven approach to doing good that allows us to make a tremendous difference regardless of our resources. Effective altruists operate by asking certain key questions that force them to think differently, set aside biases, and use evidence and careful reasoning rather than act on impulse. In *Doing Good Better*, MacAskill lays out these principles and shows that, when we use them correctly—when we apply the head and the heart to each of our altruistic endeavors—each of us has the power to do an astonishing amount of good.

In the wake of the AIDS pandemic, legions of organizations and compassionate individuals from faraway places descended on Africa to offer help and save lives. Ann Swidler and Susan Cotts Watkins vividly describe the often mismatched expectations and fantasies of altruists who dream of transforming lives, of the villagers who desperately seek help, and of the brokers on whom both Western altruists and impoverished villagers must rely. Based on years of fieldwork in the heavily AIDS-affected country of Malawi, this incisive, irreverent book digs into the sprawling AIDS enterprise and unravels the paradoxes of policy and practice. All who want to do good—from idealistic volunteers to world-weary development professionals—depend on brokers as guides, fixers, and cultural translators. The mutual misunderstandings among these players create all the drama of a romance: longing, exhilaration, disappointment, heartache, and sometimes an enduring connection. *A Fraught Embrace* unveils the tangled relations of those involved in the collective struggle to contain an epidemic.

Negotiation and decision-making expert Max Bazerman explores how we can make more ethical choices by aspiring to be better, not perfect. Every day, you make hundreds of decisions. They're largely personal, but these choices have an ethical twinge as well; they value certain principles and ends over others. Bazerman argues that we can better balance both dimensions—and we needn't seek perfection to make a real difference for ourselves and the world. *Better, Not Perfect* provides a deeply researched, prescriptive roadmap for how to maximize our pleasure and minimize pain. Bazerman shares a framework to be smarter and more efficient, honest and aware—to attain your “maximum sustainable goodness.” In Part Two, he identifies four training grounds to practice these newfound skills for outsized impact: how you think about equality and your tribe(s); waste—from garbage to corporate excess; the way you spend time; and your approach to giving—whether your attention or your money. Ready to nudge yourself toward better, Part Three trains your eye on how to extend what you've learned and positively influence others. Melding philosophy and psychology as never before, this down-to-earth guide will help clarify your goals, assist you in doing more good with your limited time on the planet, and see greater satisfaction in the process.

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This business classic features straight-talking advice you'll never hear in school. Featuring a new foreword by Ariel Emanuel and Patrick Whitesell Mark H. McCormack, one of the most successful entrepreneurs in American business, is widely credited as the founder of the modern-day sports marketing industry. On a handshake with Arnold Palmer and less than a thousand dollars, he started International Management Group and, over a four-decade period, built the company into a multimillion-dollar enterprise with offices in more than forty countries. To this day, McCormack's business classic remains a must-read for executives and managers at every level. Relating his proven method of "applied people sense" in key chapters on sales, negotiation, reading others and yourself, and executive time management, McCormack presents powerful real-world guidance on • the secret life of a deal • management philosophies that don't work (and one that does) • the key to running a meeting—and how to attend one • the positive use of negative reinforcement • proven ways to observe aggressively and take the edge • and much more Praise for What They Don't Teach You at Harvard Business School "Incisive, intelligent, and witty, What They Don't Teach You at Harvard Business School is a sure winner—like the author himself. Reading it has taught me a lot."—Rupert Murdoch, executive chairman, News Corp, chairman and CEO, 21st Century Fox "Clear, concise, and informative . . . Like a good mentor, this book will be a valuable aid throughout your business career."—Herbert J. Siegel, chairman, Chris-Craft Industries, Inc. "Mark McCormack describes the approach I have personally seen him adopt, which has not only contributed to the growth of his business, but mine as well."—Arnold Palmer "There have been what we love to call dynasties in every sport. IMG has been different. What this one brilliant man, Mark McCormack, created is the only dynasty ever over all sport."—Frank Deford, senior contributing writer, Sports Illustrated

Development policies in the globalising world.

The Effective Altruism Handbook is a compilation of essays about how do more good with limited resources. It presents much of the intellectual progress of the effective altruism movement, a group dedicated to discovering and carrying out the most effective philanthropic interventions. It features a range of problems that we ask when considering how to have an impact, and many that we don't think to ask at all, across areas such as charity evaluation, career choice and cause selection. Its contributors include Professors Peter Singer and William MacAskill, who provide the introduction, and the leaders of a wide range of organisations, who discuss how they seek to put this movement's ideas into practice.

This newest edition of the classic book shows how anyone can align and integrate values, passions, and dreams for their communities and families into their plans. Inspired Philanthropy explains how to make a difference by creating giving and legacy plans, tells what questions to ask nonprofits, and spells out how to help partner with advisors and nonprofit leaders for inspired outcomes. In addition to overall updates to statistics, the new edition includes a discussion of the

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implications of the Buffett gift to the Gates Foundation; new legacy planning tools; expanded resources on youth, giving circles, and communities of color; key questions for advisors and donors; and worksheets and resources available on the enclosed CD.

This urgent and eye-opening book makes the case that protecting humanity's future is the central challenge of our time. If all goes well, human history is just beginning. Our species could survive for billions of years - enough time to end disease, poverty, and injustice, and to flourish in ways unimaginable today. But this vast future is at risk. With the advent of nuclear weapons, humanity entered a new age, where we face existential catastrophes - those from which we could never come back. Since then, these dangers have only multiplied, from climate change to engineered pathogens and artificial intelligence. If we do not act fast to reach a place of safety, it will soon be too late. Drawing on over a decade of research, *The Precipice* explores the cutting-edge science behind the risks we face. It puts them in the context of the greater story of humanity: showing how ending these risks is among the most pressing moral issues of our time. And it points the way forward, to the actions and strategies that can safeguard humanity. An Oxford philosopher committed to putting ideas into action, Toby Ord has advised the US National Intelligence Council, the UK Prime Minister's Office, and the World Bank on the biggest questions facing humanity. In *The Precipice*, he offers a startling reassessment of human history, the future we are failing to protect, and the steps we must take to ensure that our generation is not the last. "A book that seems made for the present moment." —*New Yorker*

Find a fulfilling career that tackles the world's most pressing problems, using this guide based on five years of research alongside academics at Oxford. You have about 80,000 hours in your career: 40 hours a week, 50 weeks a year, for 40 years. This means your choice of career is one of the most important decisions you'll ever make. Make the right choices, and you can help solve some of the world's most pressing problems, as well as have a more rewarding, interesting life. For such an important decision, however, there's surprisingly little good advice out there. Most career advice focuses on things like how to write a CV, and much of the rest is just (misleading) platitudes like "follow your passion". Most people we speak to don't even use career advice - they just speak to friends and try to figure it out for themselves. When it comes to helping others with your career the advice usually assumes you need to work as a teacher, doctor, charity worker, and so on, even though these paths might not be a good fit for you, and were not what the highest-impact people in history did. This guide is based on five years of research conducted alongside academics at the University of Oxford. It aims to help you find a career you enjoy, you're good at, and that tackles the world's most pressing problems. It covers topics like: 1. What makes for a dream job, and why "follow your passion" can be misleading. 2. Why the most effective ways to make a difference aren't always the obvious ones like working at a charity, or becoming a doctor. 3. How to

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compare global problems, like climate change and education, in terms of their scale and urgency. 4. How to discover and develop your strengths. It's also full of practical tips and tools. You'll come away with a plan to use your 80,000 hours in a way that's fulfilling and high impact. What people are saying "Based on evidence and good sense, not platitudes" - Steven Pinker, New York Times bestselling author Johnstone Family Professor of Psychology at Harvard University. "This incredible group is helping people have a greater social impact with their careers." - Sue Desmond-Hellmann, CEO of the Bill and Melinda Gates Foundation. "Every college grad should read this" - Tim Urban, creator of Wait But Why. Read more online This book is based on the free guide you can find on the 80,000 Hours website, where you can find many more articles and our most up-to-date content. All profits from the book are used to fund 80,000 Hours, expanding our research and enabling us to reach more people. About the authors 80,000 Hours is an independent non-profit founded in Oxford in 2011. It performs research into career choice, and provides online and in-person advice. Benjamin Todd is the CEO and co-founder of 80,000 Hours. He grew the organization from a student society at Oxford to a non-profit that's raised \$1.3m in donations, and has 100,000 monthly readers. He has a Master's degree in Physics and Philosophy from Oxford, and speaks Chinese, badly. Ben is advised by the rest of the 80,000 Hours team, including Professor Will MacAskill, author of Doing Good Better, co-founder of the Effective Altruism movement, and one of the youngest tenured professors of philosophy in the world.

**NEW YORK TIMES BESTSELLER** • The author of *The Power of Habit* and “master of the life hack” (GQ) explores the fascinating science of productivity and offers real-world takeaways to apply your life, whether you’re chasing peak productivity or simply trying to get back on track. “Duhigg melds cutting-edge science, deep reporting, and wide-ranging stories to give us a fuller, more human way of thinking about how productivity actually happens.”—Susan Cain, author of *Quiet* In *The Power of Habit*, Pulitzer Prize–winning journalist Charles Duhigg explained why we do what we do. In *Smarter Faster Better*, he applies the same relentless curiosity and rich storytelling to how we can improve at the things we do. At the core of *Smarter Faster Better* are eight key concepts—from motivation and goal setting to focus and decision making—that explain why some people and companies get so much done. Drawing on the latest findings in neuroscience, psychology, and behavioral economics—as well as the experiences of CEOs, educational reformers, four-star generals, FBI agents, airplane pilots, and Broadway songwriters—this book reveals that the most productive people, companies, and organizations don’t merely act differently. They view the world, and their choices, in profoundly different ways. *Smarter Faster Better* is a story-filled exploration of the science of productivity, one that can help us learn to succeed with less stress and struggle—and become smarter, faster, and better at everything we do.

From the bestselling author of *Waking Up* and *The End of Faith*, an adaptation of his wildly popular, often controversial podcast “Civilization

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rests on a series of successful conversations.” —Sam Harris Sam Harris—neuroscientist, philosopher, and bestselling author—has been exploring some of the most important questions about the human mind, society, and current events on his podcast, Making Sense. With over one million downloads per episode, these discussions have clearly hit a nerve, frequently walking a tightrope where either host or guest—and sometimes both—lose their footing, but always in search of a greater understanding of the world in which we live. For Harris, honest conversation, no matter how difficult or controversial, represents the only path to moral and intellectual progress. This book includes a dozen of the best conversations from Making Sense, including talks with Daniel Kahneman, Timothy Snyder, Nick Bostrom, and Glen Loury, on topics that range from the nature of consciousness and free will, to politics and extremism, to living ethically. Together they shine a light on what it means to “make sense” in the modern world.

A crisp and sparkling blend of cognitive science and human behavior that offers meaningful and attainable pathways towards becoming our best selves. Why do we feel like in order to be productive, happy, or good, we must sacrifice everything else? Is it possible to feel all three at once? Without even knowing it, we’re doing things everyday to sabotage ourselves and our societies, habits that prevent us from optimizing long term happiness. Where most books imagine solutions that, when enacted, fail to fundamentally improve our lives, Jim Davies grounds his research in cognitive science to show you not only what works, but how much it works. Being the Person Your Dog Thinks You Are shows us how we can use science to become our best selves, using resources we already have within our own brains. Davies's book challenges and inspires us to approach the big picture while also staying mindful of the everyday details in real life. Davies proves why multitasking is bad for you, when a little unmindfulness can be good for you, how to best justify which charities to donate to, and how to hack your brain. The most surprising truth Davies offers us spreads across these pages like wildfire: you too can lead an optimally good life, not through uprooting your life from the ground up, but from adapting your mentality to your given present. A better life doesn’t need to look like a massive change—like our beloved dogs who already view us as our best selves, it’s already much closer than you think.

The New York Times bestselling, groundbreaking investigation of how the global elite's efforts to "change the world" preserve the status quo and obscure their role in causing the problems they later seek to solve. An essential read for understanding some of the egregious abuses of power that dominate today’s news. Former New York Times columnist Anand Giridharadas takes us into the inner sanctums of a new gilded age, where the rich and powerful fight for equality and justice any way they can--except ways that threaten the social order and their position atop it. We see how they rebrand themselves as saviors of the poor; how they lavishly reward "thought leaders" who redefine "change" in winner-friendly ways; and how they constantly seek to do more good, but never less harm. We hear the limousine confessions of a celebrated foundation boss; witness an American president hem and haw about his plutocratic benefactors; and attend a cruise-ship conference where entrepreneurs celebrate their own self-interested magnanimity. Giridharadas asks hard questions: Why, for example, should our gravest problems be solved by the unelected upper crust instead of the public institutions it erodes by lobbying and dodging taxes? He also points toward an answer: Rather than rely on scraps from the winners, we must take on the grueling democratic work of building more robust, egalitarian institutions and truly changing the world. A call to action for elites and everyday citizens alike.

The author of the international bestseller Happiness makes a passionate case for altruism -- and why we need it now more than ever. In Happiness, Matthieu Ricard demonstrated that true happiness is not tied to fleeting moments or sensations, but is an enduring state of soul rooted in mindfulness and compassion for others. Now he turns his lens from the personal to the global, with a rousing argument that altruism -- genuine concern for the well-being of others -- could be the saving grace of the 21st century. It is, he believes, the vital thread that can

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answer the main challenges of our time: the economy in the short term, life satisfaction in the mid-term, and environment in the long term. Ricard's message has been taken up by major economists and thinkers, including Dennis Snower, Amartya Sen, Joseph Stiglitz, and George Soros. Matthieu Ricard makes a robust and passionate case for cultivating altruistic love and compassion as the best means for simultaneously benefitting ourselves and our society. It's a fresh outlook on an ardent struggle -- and one that just might make the world a better place.

In this Tenth Anniversary Edition of *The Life You Can Save*, Peter Singer brings his landmark book up to date. In addition to restating his compelling arguments about how we should respond to extreme poverty, he examines the progress we are making and recounts how the first edition transformed the lives both of readers and the people they helped. Learn how you can be part of the solution, doing good for others while adding fulfillment to your own life.

What if the idealized image of American society—a land of opportunity that will reward hard work with economic success—is completely wrong? Few topics have as many myths, stereotypes, and misperceptions surrounding them as that of poverty in America. The poor have been badly misunderstood since the beginnings of the country, with the rhetoric only ratcheting up in recent times. Our current era of fake news, alternative facts, and media partisanship has led to a breeding ground for all types of myths and misinformation to gain traction and legitimacy. *Poorly Understood* is the first book to systematically address and confront many of the most widespread myths pertaining to poverty. Mark Robert Rank, Lawrence M. Eppard, and Heather E. Bullock powerfully demonstrate that the realities of poverty are much different than the myths; indeed in many ways they are more disturbing. The idealized image of American society is one of abundant opportunities, with hard work being rewarded by economic prosperity. But what if this picture is wrong? What if poverty is an experience that touches the majority of Americans? What if hard work does not necessarily lead to economic well-being? What if the reasons for poverty are largely beyond the control of individuals? And if all of the evidence necessary to disprove these myths has been readily available for years, why do they remain so stubbornly pervasive? These are much more disturbing realities to consider because they call into question the very core of America's identity. Armed with the latest research, *Poorly Understood* not only challenges the myths of poverty and inequality, but it explains why these myths continue to exist, providing an innovative blueprint for how the nation can move forward to effectively alleviate American poverty.

This trusted handbook for nonprofit board service is newly revised and includes new case studies and even more tips and ideas from the trenches of nonprofit board work. *Doing Good Better* is approachable wisdom. Edgar Stoesz has made *Doing Good Better* a guidebook for both board members of nonprofits, whether new to the task, or highly experienced. First, Stoesz identifies two failings common to many boards of nonprofit organizations that are often overlooked: 1. A board's governance role is very different from the role of management. "Making this distinction requires a reorientation for most board member, because in their day jobs, they are managers or employees." 2. Boards often fail at two matters: a.) preparation of their members, and b.) regular evaluations of their own effectiveness and focus. In short, pointedly-written chapters, Stoesz covers: Helping Directors Understand Their Governance Role A Plan to Fulfill the Purpose Reporting Back to the Members Planning Effective Meetings Great Boards Have a Good Fight (occasionally) Working Your Way Through a Crisis Great Boards Celebrate Leaving Right Stoesz deftly interweaves background philosophy, vision, and razor-sharp specific ideas. "Discussion/Action Questions" conclude many of the chapters. In addition, Stoesz offers a "Board Evaluation Form," a "Director's Self-Evaluation Form," and an outline for the "Executive Director Annual Review."

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A practical guide to philanthropy at all levels of giving that seeks to educate and inspire A majority of American households give to charity in some form or another--from local donations to food banks, religious organizations, or schools, to contributions to prevent disease or protect basic freedoms. Whether you're in a position to give \$1 or \$1 million, every giver needs to answer the same question: How do I channel my giving effectively to make the greatest difference? In *Giving Done Right*, Phil Buchanan, the president of the Center for Effective Philanthropy, arms donors with what it takes to do more good more quickly and to avoid predictable errors that lead too many astray. This crucial book will reveal the secrets and lessons learned from some of the biggest givers, busting commonly held myths and challenging the idea that "business thinking" holds the answer to effective philanthropy. And it offers the intellectual frameworks, data-driven insights, tools, and practical examples to allow readers to understand exactly what it takes to make a difference.

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