

Visual Intelligence Sharpen Your Perception Change Your Life

In this seminal work, published by the C.I.A. itself, produced by Intelligence veteran Richards Heuer discusses three pivotal points. First, human minds are ill-equipped ("poorly wired") to cope effectively with both inherent and induced uncertainty. Second, increased knowledge of our inherent biases tends to be of little assistance to the analyst. And lastly, tools and techniques that apply higher levels of critical thinking can substantially improve analysis on complex problems.

An engrossing, eye-opening guide to seeing and communicating more clearly, from the groundbreaking course that helps FBI agents, cops, CEOs, military Special Forces, ER docs, and others save money, reputations, and lives" For years, Kim Marshall and Jenn David-Lang have been considered "designated readers," curating ideas and research for busy frontline educators. Kim's weekly Marshall Memo summarizes the best articles from more than sixty magazines and journals.

Visual Intelligence Sharpen Your Perception, Change Your Life Houghton Mifflin Harcourt

Provides a study of Harvard Divinity School, its diverse students, the meaning of religion in today's secular society, and a reevaluation of the author's own Jewish faith

Are you above average? Is your child an A student? Is your employee an introvert or an extrovert? Every day we are measured against the yardstick of averages, judged according to how closely we come to it or how far we deviate from it. The assumption that metrics comparing us to an average—like GPAs, personality test results, and performance review ratings—reveal something meaningful about our

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potential is so ingrained in our consciousness that we don't even question it. That assumption, says Harvard's Todd Rose, is spectacularly—and scientifically—wrong. In *The End of Average*, Rose, a rising star in the new field of the science of the individual shows that no one is average. Not you. Not your kids. Not your employees. This isn't hollow sloganeering—it's a mathematical fact with enormous practical consequences. But while we know people learn and develop in distinctive ways, these unique patterns of behaviors are lost in our schools and businesses which have been designed around the mythical "average person." This average-size-fits-all model ignores our differences and fails at recognizing talent. It's time to change it. Weaving science, history, and his personal experiences as a high school dropout, Rose offers a powerful alternative to understanding individuals through averages: the three principles of individuality. The jaggedness principle (talent is always jagged), the context principle (traits are a myth), and the pathways principle (we all walk the road less traveled) help us understand our true uniqueness—and that of others—and how to take full advantage of individuality to gain an edge in life. Read this powerful manifesto in the ranks of *Drive*, *Quiet*, and *Mindset*—and you won't see averages or talent in the same way again.

An eight-time national chess champion and world champion martial artist shares the lessons he has learned from two very different competitive arenas, identifying key principles about learning and performance that readers can apply to their life goals. Reprint. 35,000 first printing.

The internationally bestselling guide to "mind-reading" by influencing those around you via non-verbal communication, from human psychology expert Henrik Fexeus. How would you like to know what the people around you are thinking? Do you want to network like a pro, persuade your boss to give

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you that promotion, and finally become the life of every party? Now, with Henrik Fexeus's expertise, you can. *The Art of Reading Minds* teaches you everything you need to know in order to become an expert at mind-reading. Using psychology-based skills such as non-verbal communication, reading body language, and using psychological influence, Fexeus explains how readers can find out what another person thinks and feels— and consequently control that person's thoughts and beliefs. Short, snappy chapters cover subjects such as contradictory signs and what they mean, how people flirt without even knowing it, benevolent methods of suggestion and undetectable influence, how to plant and trigger emotional states, and how to perform impressive mind-reading party tricks. Fexeus gives readers practical (and often fun) examples of how to effectively mind-read others and use this information, benevolently, both in personal and professional settings.

Theories of Visual Perception 3rd Edition provides clear critical accounts of several of the major approaches to the challenge of explaining how we see the world. It explains why approaches to theories of visual perception differ so widely and places each theory into its historical and philosophical context. Coverage ranges from early theories by such influential writers as Helmholtz and the Gestalt School, to more recent work in the field of Artificial Intelligence. This fully revised and expanded edition contains new material on the Minimum Principle in perception, neural networks, and cognitive brain imaging.

Reveals the way the human eye acts on the visual world not just to represent but to actively construct the things we see, outlining the rules of vision and their application in art and technology. Reprint.

A collection of the world's greatest poetry from the past two thousand years brings together five hundred works by more

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than two hundred poets, along with commentary by the editor Shortlisted for the BAAL Book Prize 2017 Emoji have gone from being virtually unknown to being a central topic in internet communication. What is behind the rise and rise of these winky faces, clinking glasses and smiling poos? Given the sheer variety of verbal communication on the internet and English's still-controversial role as lingua mundi for the web, these icons have emerged as a compensatory universal language. The Semiotics of Emoji looks at what is officially the world's fastest-growing form of communication. Emoji, the colourful symbols and glyphs that represent everything from frowning disapproval to red-faced shame, are fast becoming embedded into digital communication. Controlled by a centralized body and regulated across the web, emoji seems to be a language: but is it? The rapid adoption of emoji in such a short span of time makes it a rich study in exploring the functions of language. Professor Marcel Danesi, an internationally-known expert in semiotics, branding and communication, answers the pertinent questions. Are emoji making us dumber? Can they ultimately replace language? Will people grow up emoji literate as well as digitally native? Can there be such a thing as a Universal Visual Language? Read this book for the answers.

Think Like a UX Researcher will challenge your preconceptions about user experience (UX) research and encourage you to think beyond the obvious. You'll discover how to plan and conduct UX research, analyze data, persuade teams to take action on the results and build a career in UX. The book will help you take a more strategic view of product design so you can focus on optimizing the user's experience. UX Researchers, Designers, Project Managers, Scrum Masters, Business Analysts and Marketing Managers will find tools, inspiration and ideas to rejuvenate their thinking, inspire their team and improve their craft. Key

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Features A dive-in-anywhere book that offers practical advice and topical examples. Thought triggers, exercises and scenarios to test your knowledge of UX research. Workshop ideas to build a development team's UX maturity. War stories from seasoned researchers to show you how UX research methods can be tailored to your own organization.

An examination of the ways in which the unconscious mind shapes everyday life traces recent scientific advances to reveal the pivotal role of the subliminal mind in influencing experiences and relationships. By the author of *The Drunkard's Walk*. 100,000 first printing.

"Image Studies provides an engaging introduction to visual studies analysis and an account of existing and emergent visual culture debates, along with chapters on a range of topics, including: consumer culture and identity; photography and digital imaging; painting and drawing; the moving image; the relationship between image and text (including reference to text in art, comics and animation); and scientific imaging. Written in an engaging and accessible way, the text will also include extracts of existing critical materials. Each chapter will include key set readings, including short extracts from existing literatures with accompanying study notes and questions. The chapters will also include a range of critical and creative tasks, designed to bring the academic study of visual culture into direct contact with practical aspects of visual culture and image-making. Image Studies is a new text aimed predominantly at undergraduate students in visual culture, but which will also be useful for media studies students and arts students more generally"--

Self-awareness is the bedrock of emotional intelligence that enables you to see your talents, shortcomings, and potential. But you won't be able to achieve true self-awareness with the usual quarterly feedback and self-reflection alone. This book will teach you how to understand your thoughts and

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emotions, how to persuade your colleagues to share what they really think of you, and why self-awareness will spark more productive and rewarding relationships with your employees and bosses. This volume includes the work of: Daniel Goleman Robert Steven Kaplan Susan David HOW TO BE HUMAN AT WORK. The HBR Emotional Intelligence Series features smart, essential reading on the human side of professional life from the pages of Harvard Business Review. Each book in the series offers proven research showing how our emotions impact our work lives, practical advice for managing difficult people and situations, and inspiring essays on what it means to tend to our emotional well-being at work. Uplifting and practical, these books describe the social skills that are critical for ambitious professionals to master.

Recognized now as one of the premier hunting dogs in America, the Plott bear hound is unique among hunting dog breeds because it descends from Germanic stock rather than the traditional English foxhound. The breed's story began when its original breeder, Johannes Plott, and his brother Enoch left Germany in 1750 with their prized hunting dogs. This trip across the Atlantic began the two-hundred-year journey that would culminate in the North Carolina mountains with the development of what is now arguably the world's finest breed of hunting dog. This fascinating story of the Plott family and the Plott hound is a classic American tale of adventurers and underdogs--a story that Bob Plott, the great-great-great-grandson of Johannes Plott, is uniquely qualified to tell.

A bi-racial boy named Christian, spends an interesting day learning about race, color and stereotypes. By the end of the day, he learns to embrace all of who he is. He knows that the world is full of white, black, brown, red and yellow people, but he also sees that there are many mixed children like him, who are in between these basic colors.

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Gestalt theory and the psychology of visual perception form the basis for an analysis of art and its basic elements

An engrossing guide to seeing—and communicating—more clearly from the groundbreaking course that helps FBI agents, cops, CEOs, ER docs, and others save money, reputations, and lives. How could looking at Monet's water lily paintings help save your company millions? How can checking out people's footwear foil a terrorist attack? How can your choice of adjective win an argument, calm your kid, or catch a thief? In her celebrated seminar, the Art of Perception, art historian Amy Herman has trained experts from many fields how to perceive and communicate better. By showing people how to look closely at images, she helps them hone their "visual intelligence," a set of skills we all possess but few of us know how to use properly. She has spent more than a decade teaching doctors to observe patients instead of their charts, helping police officers separate facts from opinions when investigating a crime, and training professionals from the FBI, the State Department, Fortune 500 companies, and the military to recognize the most pertinent and useful information. Her lessons highlight far more than the physical objects you may be missing; they teach you how to recognize the talents, opportunities, and dangers that surround you every day. Whether you

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want to be more effective on the job, more empathetic toward your loved ones, or more alert to the trove of possibilities and threats all around us, this book will show you how to see what matters most to you more clearly than ever before. Please note: this ebook contains full-color art reproductions and photographs, and color is at times essential to the observation and analysis skills discussed in the text. For the best reading experience, this ebook should be viewed on a color device.

Gillian Rose introduces the general themes and recent debates on the meaning of culture and the function of the visual in this introduction to interpreting the visual.

Slow Looking provides a robust argument for the importance of slow looking in learning environments both general and specialized, formal and informal, and its connection to major concepts in teaching, learning, and knowledge. A museum-originated practice increasingly seen as holding wide educational benefits, slow looking contends that patient, immersive attention to content can produce active cognitive opportunities for meaning-making and critical thinking that may not be possible through high-speed means of information delivery.

Addressing the multi-disciplinary applications of this purposeful behavioral practice, this book draws examples from the visual arts, literature, science, and everyday life, using original, real-world

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scenarios to illustrate the complexities and rewards of slow looking.

In a cluttered room in an abandoned coat factory in lower Manhattan, a group of musicians comes together each week to make music. Some are old, some are young, all have come late to music or come back to it after a long absence. This is the Late Starters Orchestra--the bona fide amateur string orchestra where Ari Goldman pursues his lifelong dream of playing the cello. Goldman hadn't seriously picked up his cello in twenty-five years, but the Late Starters (its motto, If you think you can play, you can) seemed just the right orchestra for this music lover whose busy life had always gotten in the way of its pursuit. In The Late Starters Orchestra, Goldman takes us along to LSO rehearsals and lets us sit in on his son's Suzuki lessons, where we find out that children do indeed learn differently from adults. He explores history's greatest cellists and also attempts to understand what motivates his fellow late starters, amateurs all, whose quest is for joy, not greatness. And when Goldman commits to playing at his upcoming birthday party we wonder with him whether he'll be good enough to perform in public. To the rescue comes the ghost of Goldman's first cello teacher, the wise and eccentric Mr. J, who continues to inspire and guide him--about music and more--through this well-tuned journey. With enchanting illustrations by Eric Hanson, The Late

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Starters Orchestra is about teachers and students, fathers and sons, courage and creativity, individual perseverance and the power of community. And Ari Goldman has a message for anyone who has ever had a dream deferred: it's never too late to find happiness on one's own terms.

Why does time seem to speed up as we grow older? Do you want to learn the secret of how to slow it down? Now you can! With access to in-depth research, you can learn how to extend the good times and fast forward through the bad ones with "The Power of Time Perception."

Written by one of the world's leading experts in the field, *The Essential Guide to Remote Viewing* is a basic introduction to the extraordinary extrasensory perceptual skill which was developed for the US military during the Cold War. This book describes what remote viewing is, how it came to be, what kinds of remote viewing there are, and counters skeptical arguments against remote viewing's legitimacy. Further, the book contains examples of successful remote viewing attempts, explains how remote viewing can be used for practical purposes, how ordinary civilians can themselves now learn to do it, and outlines experiments that readers can try for themselves. The ideal reader of *The Essential Guide to Remote Viewing* will be someone who knows little or nothing about remote viewing and wants an inexpensive source for credible

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information. Others who will be interested are those who are involved in remote viewing and want an easily-accessible introduction to give to friends or relatives who have questions about what this thing is their loved ones have gotten involved with. Finally, those who are already involved with remote viewing but feel the need to extend their basic knowledge will find this book both interesting and useful.

Deal Me In showcases 20 of the world's top poker players as they share their colorful and inspiring stories of how they became professionals. Poker's biggest players, such as Phil Ivey (2009 WSOP Main Event Finalist and potential winner), Johnny Chan, Phil Hellmuth , Doyle Brunson and Daniel Negreanu give first-person accounts of their personal journeys and the key moments in their rise to the top of the poker pantheon. These stories will teach, inspire and make you laugh. Deal Me In humanizes the larger-than-life personalities, allowing the reader to understand more about poker strategy through the trials and errors of the best players in the game. Each poker legend tells his or her own story in the book including: Doyle Brunson, Phil Hellmuth , Daniel Negreanu, Phil Ivey, Annie Duke, Johnny Chan, Chris "Jesus" Ferguson, Carlos Mortensen, Chau Giang, Jennifer Harman, Allen Cunningham, Howard Lederer, Erik Seidel, Chad Brown, David "Devilfish" Ulliott, Layne Flack, Scotty Nguyen, Annette Obrestad, Tom Dwan and the 2008 Main

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Event winner Peter Eastgate.

Mastering the Way You See the World Inspired by Edward de Bono's Six Thinking Hats method, Jim Gilmore has created a unique and useful tool to help our ability to perceive. In his latest book, *Look: A Practical Guide for Improving Your Observational Skills*, Gilmore introduces the metaphor of "six looking glasses." Each looking glass represents a particular skill to master in order to enhance the way we look at the world. The six skills include binoculars, bifocals, magnifying glass, microscope, rose-colored glasses, and blindfold looking. Each looking glass provides an observational lens through which to see the world differently. This framework will help its users to:

- See the big picture
- Overcome personal bias
- Pinpoint significance
- Better scrutinize numerous details
- Uncover potential opportunities
- See what's in the mind's eye

These varying perspectives offer myriad practical applications: They can help any executive, manager, or designer more richly observe customer behavior, philanthropists and policy makers more keenly identify human needs, and anyone else interested in innovative thinking to first ground their ideation in practical observation. ?Gilmore helps readers grasp the Six Looking Glasses by including helpful everyday examples and practice exercises throughout. Put into practice, this method of looking will help you see the world with new eyes.

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After suffering an unbearable loss, a man takes a road trip in an attempt to find solace and encounters beauty, brutality, and beguiling characters along the way in this darkly thrilling novel. Grieving the deaths of his wife and infant daughter, Nathan Soderquist decides to journey westward across the continent, documenting the ever-changing sky in brief entries of ravishing poetry. Desperately lonely and with nothing left to lose, he drives through vacant landscapes committing acts of violence, nobility, cowardice, and bravery, all the while trying to save the world from evil. After his recklessness leads to an accident that leaves his body broken, he heals and continues his journey on bicycle before that is taken from him as well. Bent on revenge he sets out again on foot, and a violent midnight confrontation puts him on a path that could lead to either destruction or redemption.

With engrossing stories from the OR and the lab, a leading neurosurgeon and neuroscientist explores the cutting-edge science that can be applied to everyday life for peak performance, improved memory, enhanced creativity, and much more. From the operating room, where he performs some of the riskiest surgeries around, to the lab, where he works on leading clinical trials, Dr. Rahul Jandial is on the cutting edge of the latest advancements in neuroscience. This fascinating book draws on Dr. Jandial's broad-spectrum expertise and brings together the best of various fields—surgery, science, brain structure, the conscious mind—all to explain the bigger picture of brain health and rejuvenation. It is a journey into his operating room, around the world on his surgical missions, inside his laboratory, and to the outer edges of neuroscience to reveal the latest brain breakthroughs that are turning science fiction into reality, translating their implications for everyday life. Busting myths along the way, Jandial helps readers get wired for success at work and school, perform better when the pressure is on,

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boost memory, control stress and emotions, minimize pain, stick to a healthy eating plan, unleash creativity, raise smarter kids, and stay sharp as they age. Combining the treatment guidelines he gives his patients, the most promising concepts from frontier science, and the smartest super-achiever hacks, he provides practical takeaways for optimizing brain function and leading a healthier, happier, more productive life.

Cuts across perceptual psychology, art, television, film, literature, advertising, and political communication to give the reader critical insight into the holistic logic and emotional power of the images that dominate our lives.

Based on an extensive worldwide study, this book reveals what gets boys excited about learning *Reaching Boys, Teaching Boys* challenges the widely-held cultural impression that boys are stubbornly resistant to schooling while providing concrete examples of pedagogy and instructional style that have been proven effective in a variety of school settings.

This book offers more than 100 detailed examples of lessons that succeed with male students, grouped thematically. Such themes include: Gaming, Motor Activities, Open Inquiry, Competition, Interactive Technology, and Performance/Role Play. Woven throughout the book is moving testimony from boys that both validates the success of the lessons and adds a human dimension to their impact. The author's presents more than 100 specific activities for all content areas that have proven successful with male students. Draws on an in-depth, worldwide study to reveal what lessons and strategies most engage boys in the classroom. Has been described as the missing link that our schools need for the better education of boys. Honest and accurate, this book offers you the best chance to protect your assets and grow your portfolio in these difficult financial times.

Negotiation and decision-making expert Max Bazerman explores how we can make more ethical choices by aspiring

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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.

Examines the forces that prevent modern people from thinking, including distraction, social bias, and fear of rejection, and offers tips to regain a rational mental life.

First released in the Spring of 1999, *How People Learn* has been expanded to show how the theories and insights from the original book can translate into actions and practice, now making a real connection between classroom activities and learning behavior. This edition includes far-reaching suggestions for research that could increase the impact that classroom teaching has on actual learning. Like the original edition, this book offers exciting new research about the mind and the brain that provides answers to a number of

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compelling questions. When do infants begin to learn? How do experts learn and how is this different from non-experts? What can teachers and schools do—with curricula, classroom settings, and teaching methods—to help children learn most effectively? New evidence from many branches of science has significantly added to our understanding of what it means to know, from the neural processes that occur during learning to the influence of culture on what people see and absorb. *How People Learn* examines these findings and their implications for what we teach, how we teach it, and how we assess what our children learn. The book uses exemplary teaching to illustrate how approaches based on what we now know result in in-depth learning. This new knowledge calls into question concepts and practices firmly entrenched in our current education system. Topics include: How learning actually changes the physical structure of the brain. How existing knowledge affects what people notice and how they learn. What the thought processes of experts tell us about how to teach. The amazing learning potential of infants. The relationship of classroom learning and everyday settings of community and workplace. Learning needs and opportunities for teachers. A realistic look at the role of technology in education.

From the New York Times best-selling author of *How Children Succeed*, an essential handbook of “informative and effective methods to help children overcome issues and thrive at home and in school”^{*}—now including sixteen new infographics! In *How Children Succeed*, Paul Tough introduced us to research showing that personal qualities like perseverance, self-control, and conscientiousness play a critical role in children’s success. Now, in *Helping Children Succeed*, Tough takes on a new set of pressing questions: What does growing up in poverty do to children’s mental and physical development? How does adversity at home affect

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their success in the classroom, from preschool to high school? And what practical steps can the adults who are responsible for them take to improve their chances for a positive future? Tough once again encourages us to think in a new way about the challenges of childhood. Mining the latest research in psychology and neuroscience, he provides us with insights and strategies for a new approach to childhood adversity, one designed to help many more children succeed. * (Kirkus Reviews)

Heidi Siefkas lost her health, her career, and her marriage after she was struck by a one-thousand-pound tree branch. While she made great strides in her physical and emotional recovery in the months that followed -- an arduous process that she chronicled in *When All Balls Drop* -- Heidi wasn't content to merely survive her setbacks. The time was right to build a new life. One she could live on her own terms. But what would a redesigned life look like? In her quest for answers, Heidi returned to her childhood home in Wisconsin, dove into the South Florida dating scene, revisited old flames in New England, sold her first home, jumped out of a plane, and traveled alone to South America. Every leg of her journey provided a healthy dose of perspective. *New Eyes* is full of mishaps and bold decisions, all seasoned with sassy humor. Through her signature down-to-earth vignettes, Heidi inspires you to conquer your fears, head for adventure, and become the captain of your own ship.

Enjoyable mental exercises to help boost performance on IQ tests This engaging book offers readers the ultimate in calisthenics for the brain. Using the same fun, informative, and accessible style that have made his previous books so popular, Philip Carter helps people identify mental strengths

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and weaknesses, and provides methods for improving memory, boosting creativity, and tuning in to emotional intelligence. Featuring never-before-published tests designed specifically for this book, plus answers for all questions, this latest treasure trove from a MENSA puzzle editor outlines a fun, challenging program for significantly enhancing performance in all areas of intelligence.

This timely collection brings together critical, analytic, historical, and practical studies to address what ethics means in the practice of design.

Designers face the same challenges as everyone else in the complex conditions of contemporary cultural life—choices about consumption, waste, exploitation, ecological damage, and political problems built into the supply chains on which the global systems of inequity currently balance precariously. But designers face the additional dilemma that their paid work is often entangled with promoting the same systems such critical approaches seek to redress: how to reconcile this contradiction, among others, in seeking to chart an ethical course of action while still functioning effectively in the world. *Ethics in Design and Communication* acknowledges the complexity of this subject matter, while also demonstrating that in the ongoing struggle towards an equitable and sustainable world, the talents of design and critical thought are essential. Featured case studies include

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graphic design internships today, the dark web, and media coverage of the 2016 US presidential election. The fact that within this book such a wide array of practitioners, scholars, critics, and professionals commit to addressing current injustices is already a positive sign. Nonetheless, it is essential that we guard against confusing the coercive force of moral imperatives with ethical deliberation when conceiving a foundation for action.

"Sharp and original, this book should alter how readers look at the world." --Kirkus Reviews "Visual Intelligence will guide you to be a more critical observer of what is before you without making those inadvertent assumptions that may sabotage your work." --John J. Sprague, inspector, commanding officer, Force Investigation Division, NYPD How could looking at Monet's water lily paintings help save a company millions? How can noticing people's footwear foil a terrorist attack? How can your choice of adjective win an argument, calm your children, or catch a thief? In her celebrated seminar, The Art of Perception, art historian Amy Herman has trained experts from many fields to perceive and communicate better. By showing people how to look closely at images, she helps them hone their "visual intelligence," a set of skills we all possess but few of us know how to use effectively. She has spent more than a decade teaching doctors to observe patients instead of their charts, helping police officers

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separate facts from opinions when investigating a crime, and training professionals from the FBI, the State Department, Fortune 500 companies, and the military to recognize the most pertinent and useful information. Her lessons highlight far more than the physical objects you may be missing; they teach you how to recognize the talents, opportunities, and dangers that surround you every day.

What does it mean to be visually literate? Does it mean different things in the arts and the sciences? In the West, in Asia, or in developing nations? If we all need to become "visually literate," what does that mean in practical terms? The essays gathered here examine a host of issues surrounding "the visual," exploring national and regional ideas of visuality and charting out new territories of visual literacy that lie far beyond art history, such as law and chemistry.

With an afterword by Christopher Crouch, this groundbreaking collection brings together the work of major art and visual studies scholars and critics to explore what impact the new concept of "visual literacy" will have on the traditional field of art history.

Contributors: Matthias Bruhn, Vera Dünkel, Jonathan Crary, Christopher Crouch, Peter Dallow, James Elkins, Henrik Enquist, W.J.T. Mitchell, Richard K. Sherwin, Susan Shifrin, Jon Simons, Barbara Maria Stafford, William Washabaugh

With Amy Herman's *Fixed.*, we now have access to what the FBI, NATO, the State Department, Interpol,

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Scotland Yard, and many more organizations and their leaders have been using to solve their most intractable problems. Demonstrating a powerful paradigm shift for finding solutions, Herman teaches us to see things differently, using art to challenge our default thinking and open up possibilities otherwise overlooked. Her unexpected, insightful, and often delightful methodology is sought after by leaders and professionals for whom failure is catastrophic. Luckily for us, these tactics work— no matter the problem's scale or complexity. And we don't need an art degree or previous knowledge about art to benefit from her approach, only a willingness to open our eyes and our minds. Yes, things go wrong all the time. What matters most is what we do to fix them.

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