



# **Obliquity.**

Why our goals are  
best achieved indirectly

John Kay

"Read this book."

—Nassim Taleb, author of *The Black Swan*



# Obliquity Why Our Goals Are Best Achieved Indirectly

**G. Bruce Doern, Christopher Stoney**



## **Obliquity Why Our Goals Are Best Achieved Indirectly:**

*Obliquity* John Kay, 2010 If you want to go in one direction the best route may involve going in another This is the concept of obliquity paradoxical as it sounds many goals are more likely to be achieved when pursued indirectly Whether overcoming geographical obstacles winning decisive battles or meeting sales targets history shows that oblique approaches are the most successful especially in difficult terrain Pre eminent economist John Kay applies his provocative universal theory to everything from international business to town planning and from football to managing forest fires He shows why the most profitable companies are not always the most profit oriented why the richest men and women are not the most materialistic and why the happiest people are not necessarily those who focus on happiness

*Obliquity* John Kay, 2011 If you want to go in one direction the best route may involve going in another This is the concept of obliquity paradoxical as it sounds many goals are more likely to be achieved when pursued indirectly The richest men and women are not the most materialistic the happiest people are not necessarily those who focus on happiness and the most profitable companies are not always the most profit oriented as the recent financial crisis showed us Whether overcoming geographical obstacles winning decisive battles or meeting sales targets history shows that oblique approaches are the most successful especially in difficult terrain John Kay applies his provocative universal theory to everything from international business to town planning and from football to managing forest fire

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Emergent Design an evolutionary approach that increases the chances of successful outcomes while minimising upfront investment Based on their experiences and those of a number of data leaders the authors provide actionable advice on data technologies processes and governance structures so that readers can make choices that are appropriate to their organisational contexts and requirements The book blends academic research on organisational change and data science processes with real world stories from experienced data analytics leaders focusing on the practical aspects of setting up a data capability In addition to a detailed coverage of capability culture and technology choices a unique feature of the book is its treatment of emerging issues such as data ethics and algorithmic fairness

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*Better Decisions: Direct your life. Influence your world.* Chris Grant, 2020-04-07 Our decisions shape our lives Whether at home or at work with others or alone our capacity to read what's going on inside and around us and to choose what to do next can make or break a campaign a business a relationship or even a family holiday With so much going on above and below the surface how can we decide what to say and how to act in order to steer things in the right direction Through 20 accessible lessons Better Decisions will take you from theory and frameworks which deepen your understanding to real life applications that are specific to you The practical exercises will help you to understand your own decision making habits and give you new tools and techniques to enable you to judge the best way forward and take the next step

**Key Strategy Tools** Vaughan Evans, 2020-08-24 Key Strategy Tools empowers managers with 88 strategic tools to help build sustainable competitive advantage and ensure long term success for your business Within the structure of a straight forward strategy process the Strategy Pyramid the book gives you classic strategy models such as Porter's Five Forces or Kim and Mauborgne's Blue Ocean Strategy as well as broader strategic techniques like rating your competitive position or making strategic investment decisions This edition introduces you to recent leading strategic thinking such as Markides's Fast Second McGrath's Discovery driven Growth Blank and Ries's Lean Start ups and Martins Integrative Thinking The book describes each tool succinctly and guides you on how and when to apply them and when to be wary

**Travel Behaviour Reconsidered in an Era of Decarbonisation** David Metz, 2024-08-27 The transport system is central to our lives as our means to travel but also has major impact on our environment This has become most salient in recent years through its contribution to climate change However this perspective has only had a minor impact on the conventional economic analysis and modelling of transport investments creating a dissonance between the traditional objectives of investment and the strategic need to reduce carbon

emissions to Net Zero by 2050 Travel Behaviour Reconsidered in an Era of Decarbonisation argues that our transport networks are mature and the objective should be to improve operational efficiency Over the past half century large public expenditures in roads and railways were justified by an analytic approach to the benefits of investment primarily the value of the time saved through faster travel to both business and non business users of the networks However average travel time has not changed over this period People have taken the benefit of faster travel as better access to people places activities and services with the ensuing enhanced opportunities and choices This book argues that the basis of orthodox transport economic analysis has been misconceived and a fresh perspective on economic analysis is now needed **The New GP's**

**Handbook** Peter Davies,Lindsay Moran,Adrian Roebuck,2022-02-22 General Practice has never been an easy occupation In the past there were some clear structures and routes for new GPs to take You could expect to join a practice and progress through the ranks growing in seniority and confidence You might have been informally mentored by one of the older colleagues learning management and business skills gradually It is no longer like this The market has changed the range of options is wider and the way through the labyrinth is far from clear You might find yourself confused and overwhelmed by all the new opportunities possibilities and prospects This book helps to clarify uncertainties and guide you towards the right path It offers ways to formulate strategies when planning your career and maps out the landscape of general practice enabling you to make confident and informed decisions about your professional future Supporting the initiative of First5 R The New GP s Handbook is highly recommended for newly qualified GPs who will find it answers so many of their questions and helps make the first five years and beyond in general practice more understandable productive and enjoyable Experienced GPs too will find the guide invaluable as a current general overview General practice is an exciting and rewarding career which provides a host of opportunities for new GPs entering the profession today Finding the right job achieving a good work life balance and developing a culture of lifelong learning are vital not only for the fulfilment of new GPs themselves but for the future of the profession This book will help you achieve these objectives Clare J Taylor in the Foreword **New Leadership Communication—Inspire Your Horizon** Nicole Pfeffermann,Monika Schaller,2023-09-01

This new book aims at inspiring managers and passionate influential new leaders to re think how to address communication markets challenge the way how to orchestrate communication instruments find new ways to communicate the New and cultivate a positive communication culture Leadership communication is a critical success factor of senior management teams and new leaders game changer pioneers in the digital and human age to better interact and connect with others drive innovation and adoption processes and empower young minds with joy abundance and wisdom In the classical view leadership communication is part of management communication which means leaders primarily use instruments focusing on teams presentations and negotiations In the modern view however new leadership communication also encompasses social media and innovation communication It dives deeper into ground rules for effective leadership communication and key

themes such as virtual communication innovation and leadership and communication model innovation Be the inspiration  
 Become a new leader and shape the world     How Ottawa Spends, 2012-2013 G. Bruce Doern, Christopher Stoney, 2012 A  
 critical examination of the federal government policy agenda in the context of Canada's opposition power structure and the  
 global debt crisis     **Gower Handbook of People in Project Management** Lindsay Scott, 2016-04-22 Modern projects are  
 all about one group of people delivering benefits to others so it's no surprise that the human element is fundamental to  
 project management The Gower Handbook of People in Project Management is a complete guide to the human dimensions  
 involved in projects The book is a unique and rich compilation of over 60 chapters about project management roles and the  
 people who sponsor manage deliver work in or are otherwise important to project success It looks at the people issues that  
 are specific to different sectors of organization public private and third sector the organization of people in projects both real  
 and virtual the relationship between people their roles and the project environment and the human behaviours and skills  
 associated with working collaboratively Thus this comprehensive and innovative handbook discusses all the important topics  
 associated with employing developing and managing people for successful projects The contributors have been drawn from  
 around the world and include experts ranging from practising managers to academics and advanced researchers The  
 Handbook is divided into six parts which begin with management and project organization and progress through to more  
 advanced and emerging practices It benefits hugely from Lindsay Scott's expert knowledge and experience in this field and  
 from Dennis Lock's contributions and meticulous editing to ensure that the text and illustrations are always lucid and  
 informative     **The Black Box Society** Frank Pasquale, 2015-01-05 Every day corporations are connecting the dots about  
 our personal behavior silently scrutinizing clues left behind by our work habits and Internet use But who connects the dots  
 about what firms are doing with all this information Frank Pasquale exposes how powerful interests abuse secrecy for profit  
 and explains ways to rein them in     **In Defense of Liberal Democracy** Manuel Hinds, 2021-04-13 In Defense of Liberal  
 Democracy is a clarion call for today's divided time a bold reaffirmation of the liberal democratic principles that have carried  
 America through each crisis in its history and can do so again Merging expert historical political and economic analysis In  
 Defense of Liberal Democracy shows how our recent technological revolution what high profile economist Manuel Hinds calls  
 the Connectivity Revolution has led to a crisis of divisiveness Assessing the angry rhetoric and polarization of current  
 political and social discourse in the US Hinds considers the dangers of seeking populist solutions to our current upheaval and  
 shows how the traditions and institutions of liberal democracy restored prosperity freedom and social equity during the  
 Industrial Revolution the Great Depression and other periods of political instability Hinds examines our national past and  
 present up to and including the 2020 presidential election to illustrate how current events can be as dramatic as any  
 historical legacy in warning us of the danger of abandoning our democratic principles     *A History of Management Thought*  
 Morgen Witzel, 2016-12-16 Of all the sciences and social sciences management is the one that most deliberately turns its

back on the past Yet management as we know it today did not spring into life fully formed Management has more than just a present it also has a past and a future and all three are inextricably linked This book charts the evolution of management as an intellectual discipline from ancient times to the present day Contemporary management challenges including sustainability technology and data and legitimacy are analysed through an historical lens and with the benefit of new case studies The author helps readers understand how the evolution of management ideas has interacted with changes in society By framing management's history as one of challenge and response this new edition is the perfect accompaniment for students and scholars seeking meaningful study in the business school and beyond Essential reading as a core textbook in management history the book is also valuable supplementary reading across the humanities and social sciences

*How to Find a Black Cat in a Dark Room* Jacob Burak, 2017-10-17 An inquiry into what it is about our experiences and cultures that brings out the differences and reveals the similarities in us as human beings in the vein of Malcolm Gladwell and Daniel Kahneman Jacob Burak is on a quest to answer the question are we as human beings who are separated by different cultures and experiences similar or different Through the lens of behavioural studies we see how while our approaches differ and often conflict we all strive for similar things love acceptance power and understanding *How to Find a Black Cat in a Dark Room* offers the latest scientific studies of human behaviour alongside accessible anecdotes to examine the universal human experiences of comparing ourselves to others the need to belong the urge to achieve and the anxiety and uncertainty of life itself More importantly Burak shows us how in understanding these behavioural patterns we learn that we are actually more alike than we are different that our rivals often make us stronger and that being trusting can help us live longer With his inquisitive nature logical thinking and engaging style Burak examines whether it is destiny or personality that controls our lives through intriguing subjects such as What are the ten rules for happiness that are entirely under our control Why do smart people make stupid mistakes What distinguishes bureaucrats and entrepreneurs What are the psychological differences between liberals and conservatives In what circumstances is it right to surrender our privacy Does it pay to trust people

**The 20 Ps of Marketing** David Pearson, 2013-12-03 Marketing has changed dramatically since the four classic Ps of the marketing mix price product promotion and place were proposed The new marketing landscape is characterized by the demand for constant innovation rising pressure on budgets the growth of social media and the impact of issues of sustainability and ethics As the business landscape has transformed so have the fundamental areas marketers need to master to succeed The 20 Ps of Marketing provides a thorough guide to marketers at all levels of the new elements of the marketing mix they need to contend with for business success including planning persuasion publicity positioning productivity partnerships passion and more Combining practical advice with case studies it covers brands that have changed the game through mastery of the 20 Ps such as H agen Dazs and Sony and others such as Kodak who got left behind This essential guide to the current face of marketing strategy provides marketers with a thorough and valuable grounding to the new

fundamentals of marketing      **The Routledge Companion to Contemporary Brand Management** Francesca Dall'Olmo Riley, Jaywant Singh, Charles Blankson, 2016-07-15 The amount and range of brand related literature published in the last fifty years can be overwhelming for brand scholars This Companion provides a uniquely comprehensive overview of contemporary issues in brand management research and the challenges faced by brands and their managers Original contributions from an international range of established and emerging scholars from Europe US Asia and Africa provide a diverse range of insights on different areas of branding reflecting the state of the art and insights into future challenges Designed to provide not only a comprehensive overview but also to stimulate new insights this will be an essential resource for researchers educators and advanced students in branding and brand management consumer behaviour marketing and advertising      *Improving Organizational Performance* Richard E. Kopelman, 2019-12-06 This book presents the Cube One framework which provides a basis for understanding diagnosing and improving organizational performance It is based on the premise that successful organizations enact practices that satisfy three key constituents the enterprise itself customers and employees This book offers a uniquely empirical approach by examining enterprise customer and employee directed practices Validity evidence is provided by survey research studies of financial metrics and the analysis of cases involving well known organizations such as Google Four Seasons and Mayo Clinic The Cube One framework is equally applicable to organizations in the for profit nonprofit and government sectors After reading this book students and scholars as well as organizational practitioners in the fields of organizational behavior and management will find a practical approach to improving organizational performance



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