BigThink+ Content Offerings

Below is a sample of the video lessons and courses that clients can view in the BizLibrary Collection.

Video Lessons

A Navy SEAL's Guide to Winning the Fight for Change: Make Resiliency Your Bedrock for Long-Term Growth

In volatile and uncertain markets, stubbornness and an old-school chain of command won't see your business through. Resiliency—the ability to adapt, regroup, and grow in the face of adversity—needs to be the bedrock of your culture.

Accelerate Breakthroughs: Use Visioneering to Catalyze Innovation

Jack D. Hidary built his career as an entrepreneur in the finance and technology sectors. From conference crashing to crowdsourcing, Hidary is a serendipity junkie and master of maximizing the returns on relationships made in-person and online. In this lesson, he explores a group method of ideation known as "visioneering." By the end of it, you'll have a strategy for surfacing big, bold ideas and rewarding those who risk failure to pursue them.

Adopt the Scientist's Mindset: Take a Rational Approach to Seeking and Finding Truth

Very few areas of life and work are exact sciences. But we're always evaluating claims and ideas to determine which are true for practical purposes. This is how we make smart choices. In doing so, it's helpful to keep in mind some principles from science: that in trying to determine what's objectively true it's important to test our intuitions through careful critical thinking, replicability, and, wherever possible, statistical analysis.

Ask the Right Questions and Measure the Right Things

Big data on its own is meaningless. Human intuition on its own is deeply flawed and full of blind spots. But taken together, they can help us gain deep insights into complex systems. It's not a question of "either/or," says Michael Slaby, who wrestled with some of the most complex and fast-changing data sets imaginable as Chief Innovation Officer for Barack Obama's 2012 presidential campaign. It's a question of applying intuition and big data in the ways they work best.

Assume Latent Wonderfulness: Iterate Your Way to the Future

People like certainty. Certainty is comforting and seemingly risk-free. And if we don't know exactly what we're doing, we'd prefer at least to look like we know.

But the world's most challenging problems, and the kinds of solutions that reshape industries, don't happen in safe spaces. They're complex, messy, human, and unpredictable, and they demand a mindset curious and brave enough to explore them. This mindset is called "design thinking." Here, Dave Evans introduces you to its key principles.

Be a Better Colleague: How to End Email Epidemics

We all have a love-hate relationship with our inboxes. Communicating via email is practically instantaneous and spares us the trouble of reaching someone on the phone. Unfortunately, our inboxes are inundated, and conversations that should only take a few minutes to address often end up eating up hours of our time. How can we tackle these problems and free up valuable time in our workday? Dorie Clark has a few simple recommendations for putting an end to these common email epidemics.

Become a Recognized Subject Matter Expert: The 3 Levers of Success

"The truth is a lot of people hold themselves and their ideas back," says Dorie Clark. Leadership in a networked world doesn't happen in a vacuum. You have to put yourself out there and create original content, establish social proof of your credibility, and grow your network. The good news is that you don't have to spring into the fray fully formed. Engagement and dialogue are the arena in which you'll refine and develop your best ideas and, in the process, establish your reputation.

Becoming an Authentic Leader: Find Your True North

As a leader, you won't always know where you're going. But if you're truly lost, you're a danger not only to yourself but to those who follow you. What a leader needs, above all else, is a working moral compass based on a set of deeply held values. Thus equipped, you're in a position to navigate even the most treacherous terrain. But you can't buy a moral compass on the Internet. So where do you get one? According to Bill George, it's about experience and introspection.

Build a Team

Jim Collins has closely scrutinized the management practices of hundreds of businesses and served as an advisor to CEOs nationwide. The best leaders, he says, don't worry about motivating people – they hire passionate employees and do not extinguish their passion. The challenge of the leader is to facilitate employees' eagerness to play their part in working toward a shared goal. In this lesson, Collins teaches you how to build a motivated team – by not de-motivating already motivated people.

Communicating to Transform: Formal Presentation Techniques

The most brilliant data set, research project, or groundbreaking proposal in the world is dead in the water if it's presented in a way that doesn't resonate with its intended audience. There are two parts to this: clearly and succinctly conveying what the point is and expressing powerfully why it matters. In this lesson, Nancy Duarte offers advice on how to present ideas in the most compelling way.

Create a Culture of Dissent

In this lesson, economist Tim Harford explores how Pixar Animation Studios achieved success by creating a culture in which mistakes could be revealed and fixed quickly. You'll learn the studio's "plussing" method, in which criticism is expressed immediately, directly, and with positive framing.

Dealing with the Cards You're Dealt—Life Lessons from the Poker Table: How to Project Confidence by Expressing Uncertainty

Confidence is a necessary ingredient to success. Unfortunately, our culture conflates confidence with certainty. That's a problem because certainty breeds close-mindedness, a state of being we should have no confidence in. Former professional poker player Annie Duke argues that we need to embrace uncertainty evangelicalism. We need to understand that hidden information abounds in any decision we face. We need to be open to gathering more data, collaborating with others, and implementing solutions based on that.

Developing High-Trust Organizations: Five Laws for Leaders Who Want to Build Trust

Trust is a fragile thing. Like decorative china or a ship in a bottle, it breaks if handled clumsily. Unlike those, however, you can't set trust in your curio cabinet and admire it from behind glass. Trust is a tool, one you must wield to build relationships, bolster organizational reputations, and empower goodwill in negotiations. Joel Peterson, former chairman of JetBlue Airways, knows how to wield trust to construct high-trust organizations. He's developed five laws for building trust, and in this video lesson, he shares how those laws can fortify trust within our organizations.

Embody Executive Presence: An Overview

The distance between merit and success is bridged by subtle signals communicated through your actions. In this lesson, author and economist Sylvia Ann Hewlett introduces the idea of Executive Presence (EP) and describes how it can help ensure that your ideas and ambitions won't get scuttled by others' lack of confidence in your conduct.

Explore Emotional Intelligence: The Key Distinguisher Between Average and Outstanding Performers

Emotional intelligence (or EQ), a characteristic first identified by psychologist Daniel Goleman and extensively studied since, is far more important than IQ in determining

career success. And unlike IQ, it doesn't purport to measure a fixed, deterministic quantity. EQ is the sum total of a set of skills that can be developed at any point throughout the lifespan. In this lesson, Goleman describes the core EQ competencies you'll need to master to raise your game from average to outstanding.

Follow the Trendlines, Not the Headlines: Let Data Drive Your Decision Making

News media help us stay abreast of the latest happenings in politics, science, and our hometowns, but they come with an unfortunate fault: They can distort our picture of reality. The type of information and how it's presented can lead our cognitive biases astray. In this video lesson, cognitive psychologist Steven Pinker explains that if we want a realistic understanding of the world, we must set headlines against data and trendlines.

Fostering Mutual Understanding: Signal Your Capacity to Lead

There are two ways to look at issues of diversity. Clearly the most important is to think about it from an institutional perspective. What can a company do to break down barriers and stereotypes? But until that day comes, if you're a member of an underrepresented group, it's important to convey in a variety of ways that you have executive presence. Members of underrepresented groups need to know what these signals are and then decide about whether they're going to use them, and in what capacity.

Heightening Presence: Achieving Presence

American culture tends to emphasize acquisition. If there are things we want, we should be able to acquire them in some more-or-less permanent form. Presence doesn't work like that, says Amy Cuddy. It's not a zen-like state you can achieve once and for all, nor is it an inborn talent. It's a matter of committing over and over again, especially in stressful situations, to be emotionally and physically present, no matter what you're feeling.

Heightening Presence: Improving Your Emotional State with Movement

As yoga practitioners have understood for millennia, we can tell the body to do things, yes, but adjusting the body can also influence how we think and feel. In this lesson, Amy Cuddy teaches you time-tested kinesthetic techniques for decreasing stress and boosting your mood.

Houston, Do You Copy?: An Astronaut's Guide to Deliberate Listening

Because talking (and listening) are things we learn how to do from a very early age and without formal schooling, it's easy to assume that we're experts. But people's minds move at different rates, our personalities differ, and at any given time we're viewing the world through mood, priorities, and other lenses that may differ radically from those of the person we're talking to. The risks of miscommunication are endless. In this lesson, Chris Hadfield teaches us how to listen deliberately.

How to Digitally Transform Your Organization: The 10-5-4-1 Model for Generating Disruptive Ideas

Disruptive ideas are critical to facilitating digital transformations, arguably the most pressing challenge facing organizations today. But it's easier to say generate ideas than to do it successfully. Few organizations are equipped to bring those ideas to fruition. In fact, 70 percent of attempts to digitally transform a business fail. The question then is not only, "How do we generate disruptive ideas?" It's also, "How do we recognize which ideas will succeed?" Tony Saldanha, former VP of Global Shared Services and IT at Procter & Gamble, has an answer to both. It's the 10-5-4-1 model.

How to Supercharge Collaboration: Connectional Intelligence 101

In his bestselling book The Tipping Point, Malcolm Gladwell argues that a few people with rare social gifts catalyze successful trends. He catalogs these people as connectors (those who know a large number of people in a community), mavens (those who connect others to new information), and salesmen (negotiators who can persuade others to adopt the trend). Erica Dhawan sees this component of Gladwell's theory as becoming outdated. We no longer have to rely on a critical few, well-connected people to develop social trends. We're all connectors these days.

Imagine It Forward: Map Out Positive and Negative Stories of Your Future

Envisioning future directions for your business should be an active group practice. Most companies fall short in two ways—either by assuming that what's worked in the past will automatically work in the future, or by chasing overly optimistic, unexamined, wishful visions of success. The smart strategy is a kind of negotiation between optimism and pessimism, moderated by research.

Influencing Others: The Art of Modern Management

In this lesson, Linda Hill discusses what it takes to be a great manager in a marketplace that is more complex and competitive daily. Great managers are both value creators, who execute strategy, and game changers, who innovate. They close gaps in both performance and opportunity. And they understand the three managerial imperatives to manage themselves first, then their network, and lastly their team.

Knock on Lots of Doors: Earn Success Like a Salesperson

In the abstract, we all value "persistence." We all know that not giving up is key to success. But what does real persistence actually look like? It looks like a door-to-door salesperson knocking on 100 doors to make 1 sale, keeping their energy upbeat and positive through 99 rejections. It looks like not taking "no" for an answer.

Lessons Learned: Define the Problem

The flu has killed more people than all wars in history combined. Kinsa, the company behind the world's first app-enabled, FDA-approved smart thermometer, has a goal of improving early detection of communicable diseases like the flu. In this lesson, Kinsa Founder Inder Singh uses his own company as a case study for defining a problem. In it, he explores the benefits of focus and why organizations need to show progress toward solving the original problem statement before expanding their scope.

Make Progress with Elastic Thinking: Solve Difficult Problems by Looking at Them Differently

Have you ever had this experience? For weeks...months, maybe...you're banging your head against a problem with little or no progress to show for it. Then suddenly, when you're doing something completely unrelated, it hits you: You've been looking at the problem entirely wrong! In this lesson, Leonard Mlodinow looks at the "mutilated checkerboard problem" as a classic example of how to go around the wall rather than trying to bore through it with a toothpick.

Make Room for Innovation: Key Characteristics of Innovative Companies

Innovative companies share five essential characteristics. While no single person possesses all of these traits, FutureThink CEO Lisa Bodell explains what they are, how to look for them, and how to encourage them when building a team.

Make Your Work Go Viral: How to Use Networks to Your Advantage

Ideas are viruses of the mind. They spread from person to person, hijacking the social networks we create as a means of transmission. If we want our ideas to go viral, we need to understand why some become mental contagions while others do not. In this lesson, historian Niall Ferguson explains what it takes for an idea to go viral and how we can strategically tap into social networks to help ours along.

Making Complex Decisions: Evaluation

In this lesson, Lawrence Summers explains why looking back is the best way to learn to make better decisions and why simplistic thinking about the efficacy of one's decision-making prevents progress.

Managing Risk: Navigating the Politics

Politics are at play in all organizations. How you choose to deal with sensitive workplace situations can impact the buy-in for your decisions, the morale of the people you lead, and your own professional prospects over the long-term. In this lesson, Timothy Geithner, Former U.S. Secretary of the Treasury during the 2008 Financial Crisis, offers survival strategies to guide you through complex, high-impact decision-making periods.

Master Execution: How to Get from Point A to Point B in 7 Steps

Using the principles of SEAL training to forge better bosses, former Navy SEAL Rob Roy, a self-described "Hammer," makes people's lives miserable in the hopes of teaching them how to be tougher – and better – managers. Roy teaches leaders, through intense experiences, that they can walk into any situation and come out ahead. In this lesson, he outlines seven SEAL-tested steps for executing any plan – even in extreme conditions or crisis situations.

Mastering the Art of Sales and Persuasion: Embrace Your Inner Salesperson

In this lesson, Dan Pink helps you come to terms with the fact that you, like everyone else, are a salesperson. With or without the word sales in your job title, you are spending a large majority of your time trying to persuade and influence those around you. To be effective in nearly any job, you need to hone your selling skills.

Networks Matter: Essential Questions for Engineering Useful Networks

Human beings are social creatures that survive by forming networks. It's just what people do. When it comes to our organizations, however, network enthusiasts argue that we should be engineering networks to facilitate our professional goals. That requires us to know what those goals are, take control of networking opportunities, and consciously shape our networks accordingly. In this video lesson, Nicholas Christakis, director of the Human Nature Lab at Yale, explores the power of networks and provides us with some strategies for improving our professional networks.

Present Your Ideas: Overcome the "Curse of Knowledge" to Make Others Care

Successful presenters understand that it's not about them; it's about their audience, so says Chris Anderson, the curator of TED Talks, a wildly popular global set of conferences whose viewership surpassed 1 billion in 2012. The key is to analyze your audience by mapping out their reality and what they might want to know. From that point forward, it's all about emotional connection. In this lesson, Anderson teaches you simple tips for making your presentations more compelling and persuasive.

Reconciling Differences: An Introduction to Relational Intelligence

Politeness is easy. On the other end of the spectrum, pushiness is easy. You know what's hard? Recognizing the vast differences between people and finding creative ways to communicate, nonetheless. Angie McArthur and her team call this "relational intelligence."

Seeing Around Corners: Two Key Factors for Bringing Your Organization Through an Inflection Point

People are naturally averse to change. That's because we're pattern-recognizing creatures. When the status quo keeps us safe and our livelihoods in equilibrium, we overwhelmingly favor it. Of course, change also has the potential to improve the status quo. As leaders, how do we lead our organization through market-altering inflection points while easing these fears? Rita McGrath argues there are two key factors: trust and a growth mindset.

Selling with Insight: The 4-Step Flow of an Insight-Based Conversation

It's important to know your customer. To have a detailed sense of their needs and their personality. But, says Matt Dixon, an insight-based sales conversation isn't a Socratic dialogue. In today's climate, you need to come to the table with an evidence-based hypothesis of what your customer needs from you. Consider similar clients—their needs and how your products and services are meeting them. And think creatively about the needs they may have overlooked.

Solving Sales Challenges: The Four Levels of the Sale

Former Yahoo CEO Tim Sanders likens complex sales processes to video games like Halo or World of Warcraft, in which your goal is to pass progressively more difficult levels and reach the top before your lives run out. He breaks the process down into four levels: Contact, Conceive, Convince, and Contract.

Strengthen Your Emotional Agility: Becoming an Agile Leader

Leadership is first and foremost about taking charge of oneself. When it comes to inspiring your team, intuition is overrated. Also called "system 1 thinking" by cognitive psychology, it defaults to past thoughts, emotions, and stories to choose quick responses to present stimuli. In working with team members, system 1 leaves a leader vulnerable to misinterpreting, overreacting, or otherwise missing the point. It leads to lethargy, which can immobilize your entire organization.

Strengthen Your Emotional Agility: Dealing with Difficult Emotions

"Bottling" and "brooding" are two common and often unhelpful ways that we tend to deal with difficult emotions. There's some research showing that these tendencies break down along gender lines, with bottling being a more typically masculine behavior and brooding more typically feminine, but both strategies can result in diminished cognitive performance, relationships, and quality of life.

Stretch Your Team's Imagination: Cook Up Thought Experiments to Inspire Conceptual Thinking

Philosophers love thought experiments. They use these devices of the imagination to work through problems, explore hypotheses, argue with each other, and predict the consequences of potential situations. Scientists, psychologists, and historians also utilize

thought experiments to think through problems or illustrate difficult-to-grasp hypotheses. Philosopher Susan Schneider, the author of Artificial You, thinks thought experiments can help our teams, too. In this video lesson, she introduces the "Grandfather Paradox" as an example.

Taking the Leap: Recruit and Maintain Top Sales Talent

Barbara Corcoran's secret for recruiting top sales talent? Never look at another resume again. By the end of this lesson, you'll have a deeper understanding of the no-nonsense approach that enabled her to turn $1,000 into a billion-dollar business.

The Art and Science of Relating: Build and Monitor Empathy

Empathy is a superpower for connecting and communicating with others, but it can be surprisingly fragile. Noticing this, Alan Alda wondered what exercises could help keep his "empathy thermometer" hot regardless of shifting circumstances. In this lesson, he walks you through an exercise he invented, which became the focus of a psychological study showing that the habit of deliberately noticing other people throughout the day can significantly increase our empathy in general.

The Art and Science of Relating: Follow The Three Rules of Three

Over years of practicing the art of communication, Alan Alda has developed three rules that help him make sure he's getting his point(s) across. We're sharing them with you here with a caveat: Alda emphasizes that these "tips" are the end result of years of learning. He recommends that you focus, above all else, on trying to connect, as starting with a list of rules can actually have the opposite effect, drawing your attention away from the person you're talking to.

The Leadership Challenge: What Does a Leader Do?

Over a 22-year career at Goldman Sachs Robert S. Kaplan had the opportunity to run various businesses and to work with or coach numerous business leaders. He says that successful leadership is less often about having all the answers – and more often about asking the right questions. In this lesson, Kaplan explores three strategic key questions that strong leaders continually ask themselves: What is the vision? What are my priorities? How do I allocate my time?

The Power of Onlyness: Harness the Power of Ripple Effects with Virtual Collaboration

Historically people in companies have tended to cling to their pet projects. While that was probably never the best strategy, it's definitely not how you develop and scale ideas in a digital world. The "wiki" model is a better approach—with any new idea, you can create a kind of virtual watering hole that's as public as you want it to be. Put the idea there and

invite others to comment on and otherwise make it their own. Instead of dictating to your project managers, ask them to consider how any new project aligns with the shared idea.

The Science of Receiving Feedback: Interpreting Feedback

As humans, we're primed to look for anything that's wrong with feedback. Was it given at a bad time? Does it arrive in vague labels? Was the delivery unskilled? Our thinking can prevent us from using the feedback productively. In this lesson, Sheila Heen describes the mistakes people make when receiving feedback.

Think Exponentially

Forty percent of Fortune 500 companies will be gone in the next decade. In this lesson, XPRIZE Chairman & CEO Peter Diamandis explains how to use exponential technologies and strategies to succeed in an ever-changing business environment.

Use Systems Thinking

The philosopher Karl Popper said "All problems are either clouds or clocks." To understand a clock, you take it apart and study each piece. A cloud, alternatively, is a dynamic system that must be studied as a whole. David Brooks says that we, as a society, tend to pretend cloud problems, like poverty, are clock problems. In this lesson, he argues that if we think in terms of emergent systems and use creative problem-solving, we will have a more supple, realistic view of how the world works.

Video Courses

Communication: The Art of Connecting to Others

Connect more fully by learning to listen deliberately, make compelling presentations, and engage with feedback productively.

How to Cultivate Authenticity in Leadership

Explore the principles of values-based leadership. Discover how to build high-trust organizations, manage risky decisions, and envision your organization's future by being true to yourself.

Management Practices to Build Agile Teams

Management today isn't about control; it's about facilitating an agile team of passionate people. In this class, you'll explore how to navigate a crisis, tap into the power of professional networks, and manage yourself to help your team come out ahead.

Signal Your Capacity to Lead with Executive Presence

The distance between merit and success is bridged by the subtle signals of leadership. Grow your executive presence by learning how to build confidence, manage your network, and communicate your capacity to lead.

Make Room for Innovation

Innovate or they die. Explore how to nurture essential innovation characteristics in your team, such as resiliency, "visioneering," and the ability to digital transform your organization.

Improve Your Decisions with Critical Thinking

Make complex decisions better through critical thinking. Explore how to test your intuition, evaluate different sources of data, and analyze your blind spots to reveal hidden information.

The Problem-Solving Toolkit

Build your teams' problem-solving toolkit by tapping into three powerful modes of thinking—elastic, systematic, and conceptual—before learning to iterate toward novel solutions.