

Read PDF The Square And The Tower Networks Hierarchies And The Struggle For Global Power

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The instant New York Times bestseller. A brilliant recasting of the turning points in world history, including the one we're living through, as a collision between old power hierarchies and new social networks. "Captivating and compelling." —The New York Times "Niall Ferguson has again written a brilliant book...In 400 pages you will have restocked your mind. Do it." —The Wall Street Journal "The Square and the Tower, in addition to being provocative history, may prove to be a bellwether work of the Internet Age." —Christian Science Monitor Most history is hierarchical: it's about emperors, presidents, prime ministers and field marshals. It's about states, armies and corporations. It's about orders from on high. Even history "from below" is often about trade unions and workers' parties. But what if that's simply because hierarchical institutions create the archives that historians rely on? What if we are missing the informal, less well documented social networks that are the true sources of power and drivers of change? The 21st century has been hailed as the Age of Networks. However, in *The Square and the Tower*, Niall Ferguson argues that networks have always been with us, from the structure of the brain to the food chain, from the family tree to freemasonry. Throughout history, hierarchies housed in high towers have claimed to rule, but often real power has resided in the networks in the town square below. For it is networks that tend to innovate. And it is through networks that revolutionary ideas can contagiously spread. Just because conspiracy theorists like to fantasize about such networks doesn't mean they are not real. From the cults of ancient Rome to the dynasties of the Renaissance, from the founding fathers to Facebook, *The Square and the Tower* tells the story of the rise, fall and rise of networks, and shows how network theory--concepts such as clustering, degrees of separation, weak ties, contagions and phase transitions--can transform our understanding of both the past and the present. Just as *The Ascent of Money* put Wall Street into historical perspective, so *The Square and the Tower* does the same for Silicon Valley. And it offers a bold prediction about which hierarchies will withstand this latest wave of network disruption--and which will be toppled.

This practical guide shows how to facilitate collaboration among diverse individuals and organizations to navigate complexity and create change in our interconnected world. The social and environmental challenges we face today are not only complex, they are also systemic and structural and have no obvious solutions. They require diverse combinations of people, organizations, and sectors to coordinate actions and work together even when the way forward is unclear. Even so, collaborative efforts often fail because they attempt to navigate complexity with traditional strategic plans, created by hierarchies that ignore the way people naturally connect. By embracing a living-systems approach to organizing, impact networks bring people together to build relationships across boundaries; leverage the existing work, skills, and motivations of the group; and make progress amid unpredictable and ever-changing conditions. As a powerful and flexible organizing system that can span regions, organizations, and silos of all kinds, impact networks underlie some of the most impressive and large-scale efforts to create change across the globe. David Ehrlichman draws on his experience as a network builder; interviews with dozens of network leaders; and insights from the fields of network science, community building, and systems thinking to provide a clear process for creating and developing impact networks. Given the increasing complexity of our society and the issues we face, our ability to form, grow, and work through networks has never been more essential.

Discusses the events leading up to Paul Revere's ride, and reinforces his importance in the history of the Revolutionary War

At the height of his wealth, powerful and envied, isolated in the splendor of his mansion on the Hudson, lives a man condemned to unhappiness. This man is Gatsby, an ex-gangster locked in his own mysterious profession, in a false past from which emerges at times the memory of a single pure youthful love.The young Nick Carraway, the narrator of the novel, moves to New York in the summer of 1922 and rents a house in the prestigious and dreamy Long Island, inhabited by many new-

ly rich people frantically engaged in celebrating each other. One neighbor strikes Nick in particular: the mysterious Jay Gatsby, who lives in a huge, gaudy house, filling it every Saturday night with guests at his extravagant parties. Yet he lives in desperate loneliness and in senseless love for Nick's cousin Daisy....In the setting of a brilliant and unsatisfied society, where the world of alcohol smugglers mixes with that of bankers and stars, Gatsby desperately pursues his dream of love for Daisy. To no avail now is its power, except to arouse in both lovers a sweet madness, which will end in tragedy.

Finalist for the 2020 Kirkus Prize for Nonfiction | One of Time Magazines's 100 Must-Read Books of 2020 | Longlisted for the 2020 Porchlight Business Book Awards "An entertaining quest to trace the origins and implications of the names of the roads on which we reside." —Sarah Vowell, The New York Times Book Review When most people think about street addresses, if they think of them at all, it is in their capacity to ensure that the postman can deliver mail or a traveler won't get lost. But street addresses were not invented to help you find your way; they were created to find you. In many parts of the world, your address can reveal your race and class. In this wide-ranging and remarkable book, Deirdre Mask looks at the fate of streets named after Martin Luther King Jr., the wayfinding means of ancient Romans, and how Nazis haunt the streets of modern Germany. The flipside of having an address is not having one, and we also see what that means for millions of people today, including those who live in the slums of Kolkata and on the streets of London. Filled with fascinating people and histories, *The Address Book* illuminates the complex and sometimes hidden stories behind street names and their power to name, to hide, to decide who counts, who doesn't—and why.

Throughout history, some books have changed the world. They have transformed the way we see ourselves—and each other. They have inspired debate, dissent, war and revolution. They have enlightened, outraged, provoked and comforted. They have enriched lives—and destroyed them. Now, Penguin brings you the works of the great thinkers, pioneers, radicals and visionaries whose ideas shook civilization, and helped make us who we are. Penguin's Great Ideas series features twelve groundbreaking works by some of history's most prodigious thinkers, and each volume is beautifully packaged with a unique type-drive design that highlights the bookmaker's art. Offering great literature in great packages at great prices, this series is ideal for those readers who want to explore and savor the Great Ideas that have shaped the world. Published anonymously in 1776, six months before the Declaration of Independence, Thomas Paine's *Common Sense* was a radical and impassioned call for America to free itself from British rule and set up an independent republican government. Savagely attacking hereditary kingship and aristocratic institutions, Paine urged a new beginning for his adopted country in which personal freedom and social equality would be upheld and economic and cultural progress encouraged. His pamphlet was the first to speak directly to a mass audience—it went through fifty-six editions within a year of publication—and its assertive and often caustic style both embodied the democratic spirit he advocated, and converted thousands of citizens to the cause of American independence.

"This book is a tour de force." --Adam Grant, New York Times bestselling author of *Give and Take* A revolutionary new history of humankind through the prism of work by leading anthropologist James Suzman *Work* defines who we are. It determines our status, and dictates how, where, and with whom we spend most of our time. It mediates our self-worth and molds our values. But are we hard-wired to work as hard as we do? Did our Stone Age ancestors also live to work and work to live? And what might a world where work plays a far less important role look like? To answer these questions, James Suzman charts a grand history of "work" from the origins of life on Earth to our ever more automated present, challenging some of our deepest assumptions about who we are. Drawing insights from anthropology, archaeology, evolutionary biology, zoology, physics, and economics, he shows that while we have evolved to find joy, meaning and purpose in work, for most of human history our ancestors worked far less and thought very differently about work than we do now. He demonstrates how our contemporary culture of work has its roots in the agricultural revo-

lution ten thousand years ago. Our sense of what it is to be human was transformed by the transition from foraging to food production, and, later, our migration to cities. Since then, our relationships with one another and with our environments, and even our sense of the passage of time, have not been the same. Arguing that we are in the midst of a similarly transformative point in history, Suzman shows how automation might revolutionize our relationship with work and in doing so usher in a more sustainable and equitable future for our world and ourselves.

What if there had been no American War of Independence? What if Hitler had invaded Britain? What if Kennedy had lived? What if Russia had won the Cold War? Niall Ferguson, author of the highly acclaimed *The Pity of War*, leads the charge in this historically rigorous series of separate voyages into "imaginary time" and provides far-reaching answers to these intriguing questions.Ferguson's brilliant 90-page introduction doubles as a manifesto on the methodology of counter-factual history. His equally masterful afterword traces the likely historical ripples that would have proceeded from the maintenance of Stuart rule in England. This breathtaking narrative gives us a convincing, detailed "alternative history" of the West—from the accession of "James III" in 1701, to a Nazi-occupied England, to a U.S. Prime Minister Kennedy who lives to complete his term.

From the bestselling author of *The Ascent of Money* and *The Square and the Tower*, a searching and provocative examination of the widespread institutional rot that threatens our collective future What causes rich countries to lose their way? Symptoms of decline are all around us today: slowing growth, crushing debts, increasing inequality, aging populations, antisocial behavior. But what exactly has gone wrong? The answer, Niall Ferguson argues in *The Great Degeneration*, is that our institutions—the intricate frameworks within which a society can flourish or fail—are degenerating. With characteristic verve and historical insight, Ferguson analyzes the causes of this stagnation and its profound consequences for the future of the West. The Great Degeneration is an incisive indictment of an era of negligence and complacency—and to arrest the breakdown of our civilization, Ferguson warns, will take heroic leadership and radical reform.

Ade loves living at the top of a tower block. From his window, he feels like he can see the whole world stretching out beneath him. His mum doesn't really like looking outside - but it's going outside that she hates. She's happier sleeping all day inside their tower, where it's safe.

In *The Pity of War*, Niall Ferguson makes a simple and provocative argument: that the human atrocity known as the Great War was entirely England's fault. Britain, according to Ferguson, entered into war based on naïve assumptions of German aims—and England's entry into the war transformed a Continental conflict into a world war, which they then badly mishandled, necessitating American involvement. The war was not inevitable, Ferguson argues, but rather the result of the mistaken decisions of individuals who would later claim to have been in the grip of huge impersonal forces.That the war was wicked, horrific, inhuman,is memorialized in part by the poetry of men like Wilfred Owen and Siegfried Sassoon, but also by cold statistics. More British soldiers were killed in the first day of the Battle of the Somme than Americans in the Vietnam War; indeed, the total British fatalities in that single battle—some 420,000—exceeds the entire American fatalities for both World Wars. And yet, as Ferguson writes, while the war itself was a disastrous folly, the great majority of men who fought it did so with enthusiasm. Ferguson vividly brings back to life this terrifying period, not through dry citation of chronological chapter and verse but through a series of brilliant chapters focusing on key ways in which we now view the First World War.For anyone wanting to understand why wars are fought, why men are willing to fight them, and why the world is as it is today, there is no sharper nor more stimulating guide than Niall Ferguson's *The Pity of War*.

A remarkable young woman blazes her own trail, from the backwoods of Russia to the court of Moscow, in the exhilarating sequel to Katherine Arden's bestselling debut novel, *The Bear and the Nightingale*. Katherine Arden's enchanting first novel introduced readers to an irresistible heroine. Vasilisa has grown up at the edge of a Russian wilderness, where snowdrifts reach the eaves of her family's wooden house and there is truth in the fairy tales told around the fire. Vasilisa's gift for seeing what others do not won her the attention of Morozko—Frost, the winter demon from the sto-

ries—and together they saved her people from destruction. But Frost's aid comes at a cost, and her people have condemned her as a witch. Now Vasilisa faces an impossible choice. Driven from her home by frightened villagers, the only options left for her are marriage or the convent. She cannot bring herself to accept either fate and instead chooses adventure, dressing herself as a boy and setting off astride her magnificent stallion Solovey. But after Vasilisa prevails in a skirmish with bandits, everything changes. The Grand Prince of Moscow anoints her a hero for her exploits, and she is reunited with her beloved sister and brother, who are now part of the Grand Prince's inner circle. She dares not reveal to the court that she is a girl, for if her deception were discovered it would have terrible consequences for herself and her family. Before she can untangle herself from Moscow's intrigues—and as Frost provides counsel that may or may not be trustworthy—she will also confront an even graver threat lying in wait for all of Moscow itself. Praise for *The Girl in the Tower* "[A] magical story set in an alluring Russia."—Paste "Arden's lush, lyrical writing cultivates an intoxicating, visceral atmosphere, and her marvelous sense of pacing carries the novel along at a propulsive clip. A masterfully told story of folklore, history, and magic with a spellbinding heroine at the heart of it all."—Booklist (starred review) "[A] sensual, beautifully written, and emotionally stirring fantasy . . . Fairy tales don't get better than this."—Publishers Weekly (starred review) "[Katherine] Arden once again delivers an engaging fantasy that mixes Russian folklore and history with delightful worldbuilding and lively characters."—Library Journal

"All disasters are in some sense man-made." Setting the annus horribilis of 2020 in historical perspective, Niall Ferguson explains why we are getting worse, not better, at handling disasters. Disasters are inherently hard to predict. Pandemics, like earthquakes, wildfires, financial crises, and wars, are not normally distributed; there is no cycle of history to help us anticipate the next catastrophe. But when disaster strikes, we ought to be better prepared than the Romans were when Vesuvius erupted, or medieval Italians when the Black Death struck. We have science on our side, after all. Yet in 2020 the responses of many developed countries, including the United States, to a new virus from China were badly bungled. Why? Why did only a few Asian countries learn the right lessons from SARS and MERS? While populist leaders certainly performed poorly in the face of the COVID-19 pandemic, Niall Ferguson argues that more profound pathologies were at work—pathologies already visible in our responses to earlier disasters. In books going back nearly twenty years, including *Colossus*, *The Great Degeneration*, and *The Square and the Tower*, Ferguson has studied the foibles of modern America, from imperial hubris to bureaucratic sclerosis and online fragmentation. Drawing from multiple disciplines, including economics, cliodynamics, and network science, *Doom* offers not just a history but a general theory of disasters, showing why our ever more bureaucratic and complex systems are getting worse at handling them. *Doom* is the lesson of history that this country—indeed the West as a whole—urgently needs to learn, if we want to handle the next crisis better, and to avoid the ultimate doom of irreversible decline.

Conventional wisdom has long claimed that economic change is the prime mover of political change, whether in the age of industry or Internet. But is it? Ferguson thinks it is high time we re-examined the link—the nexus, in Thomas Carlyle's phrase—between economics and politics. His central argument is that the conflicting impulses of sex, violence, and power are together more powerful than money. Among Ferguson's startling claims are: · Nothing has done more to transform the world economy than war, yet wars themselves do not have primarily economic causes. · The present age of economic globalization is coinciding—paradoxically—with political and military fragmentation. · Financial crises are frequently caused by unforeseen political events rather than economic fluctuations. · The relationship between prosperity and government popularity is largely illusory. · Since political and economic liberalization are not self-perpetuating, the so-called triumph of democracy worldwide may be short-lived. · A bold synthesis of political history and modern economic theory, *Cash Nexus* will transform the landscape of modern history and draw challenging conclusions about the prospects of both capitalism and democracy.

The 10th anniversary edition, with new chapters on the crash, Chimerica, and cryptocurrency "[An] excellent, just in time guide to the history of finance and financial crisis." —The Washington Post "Fascinating." —Fareed Zakaria, Newsweek In this updated edition, Niall Ferguson brings his classic financial history of the world up to the present day, tackling the populist backlash that followed the 2008 crisis, the descent of "Chimerica" into a trade war, and the advent of cryptocurrencies, such as Bitcoin, with his signature clarity and expert lens. *The Ascent of Money* reveals finance as the backbone of history, casting a new light on familiar events: the Renaissance enabled by Italian foreign exchange dealers, the French Revolution traced back to a stock market bubble, the 2008 crisis traced from America's bankruptcy capital, Memphis, to China's boomtown, Chongqing. We

may resent the plutocrats of Wall Street but, as Ferguson argues, the evolution of finance has rivaled the importance of any technological innovation in the rise of civilization. Indeed, to study the ascent and descent of money is to study the rise and fall of Western power itself.

From the bestselling author of *The Ascent of Money* and *The Square and the Tower* Is America an empire? Certainly not, according to our government. Despite the conquest of two sovereign states in as many years, despite the presence of more than 750 military installations in two thirds of the world's countries and despite his stated intention "to extend the benefits of freedom...to every corner of the world," George W. Bush maintains that "America has never been an empire." "We don't seek empires," insists Defense Secretary Rumsfeld. "We're not imperialistic." Nonsense, says Niall Ferguson. In *Colossus* he argues that in both military and economic terms America is nothing less than the most powerful empire the world has ever seen. Just like the British Empire a century ago, the United States aspires to globalize free markets, the rule of law, and representative government. In theory it's a good project, says Ferguson. Yet Americans shy away from the long-term commitments of manpower and money that are indispensable if rogue regimes and failed states really are to be changed for the better. Ours, he argues, is an empire with an attention deficit disorder, imposing ever more unrealistic timescales on its overseas interventions. Worse, it's an empire in denial—a hyperpower that simply refuses to admit the scale of its global responsibilities. And the negative consequences will be felt at home as well as abroad. In an alarmingly persuasive final chapter Ferguson warns that this chronic myopia also applies to our domestic responsibilities. When overstretch comes, he warns, it will come from within—and it will reveal that more than just the feet of the American colossus is made of clay.

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

In 1974, French aerialist Philippe Petit threw a tightrope between the two towers of the World Trade Center and spent an hour walking, dancing, and performing high-wire tricks a quarter mile in the sky. This picture book captures the poetry and magic of the event with a poetry of its own: lyrical words and lovely paintings that present the detail, daring, and—in two dramatic foldout spreads—the vertiginous drama of Petit's feat. *The Man Who Walked Between the Towers* is the winner of the 2004 Caldecott Medal, the winner of the 2004 Boston Globe - Horn Book Award for Picture Books, and the winner of the 2006 Carnegie Medal for Excellence in Children's Video.

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Empire a century ago, the United States aspires to globalize free markets, the rule of law, and representative government. In theory it's a good project, says Ferguson. Yet Americans shy away from the long-term commitments of manpower and money that are indispensable if rogue regimes and failed states really are to be changed for the better. Ours, he argues, is an empire with an attention deficit disorder, imposing ever more unrealistic timescales on its overseas interventions. Worse, it's an empire in denial—a hyperpower that simply refuses to admit the scale of its global responsibilities. And the negative consequences will be felt at home as well as abroad. In an alarmingly persuasive final chapter Ferguson warns that this chronic myopia also applies to our domestic responsibilities. When overstretch comes, he warns, it will come from within—and it will reveal that more than just the feet of the American colossus is made of clay.

Recounts the survival efforts of thousands of people who were inside the World Trade Center on the morning of September 11, in an account that also raises questions about building safety and New York's emergency preparedness.

The world at the beginning of the 20th century seemed for most of its inhabitants stable and relatively benign. Globalizing, booming economies married to technological breakthroughs seemed to promise a better world for most people. Instead, the 20th century proved to be overwhelmingly the most violent, frightening and brutalized in history with fanatical, often genocidal warfare engulfing most societies between the outbreak of the First World War and the end of the Cold War. What went wrong? How did we do this to ourselves? *The War of the World* comes up with compelling, fascinating answers. It is Niall Ferguson's masterpiece.

In an age when telling the wrong joke or using the wrong pronoun can cost you your career, Quillette magazine - founded in 2015 by Australian-based journalist Claire Lehmann - has provided a forum for thinkers of all political stripes to push back against the forces of intellectual conformity. *Panics and Persecutions* brings together a collection of especially compelling Quillette narratives, spanning subcultures from computer science to romance literature. These stories lay bare the human toll of modern ideological inquisitions, often in deeply personal terms—and demonstrate the urgency of Quillette's editorial mission to create a space where free thought lives. Edited by Claire Lehmann, Colin Wright, Jamie Palmer, Jonathan Kay and Toby Young.

Ever since the house of Rothschild first rose to pre-eminence in the turbulent era of the Napoleonic wars, mythology has surrounded the family and its firms. Conservative aristocrats, radical democrats, socialists from Marx onwards, anti-semites from Wagner to Hitler - all have reserved a special place in their critiques of modern capitalism for the Rothschilds. They have been portrayed as the power behind not just one throne but many. They have been charged with financing revolutions and counter-revolutions. They have been seen as the final arbiters of war and peace in Europe. This book is the first of two volumes presenting a history of the house of Rothschild that reveals the phenomenal economic success of this secretive family.

'A fascinating portrait . . . Beautifully paced, dramatically subtle and psychologically shrewd . . . Warburg is an emblem of money as it ought to be, and now isn't' Bryan Appleyard, *New Statesman* This is the extraordinary story of Siegmund Warburg: the refugee from Nazi Germany who restored the Blitz-shattered City of London as the world's preeminent international financial centre. In recounting how this brilliant, scholarly man brought wit, passion and, above all, high ethical standards to the world of finance, Niall Ferguson shows how his meticulous methods were the antithesis of the debt-fuelled, speculative banking of our times. 'Extensively researched and beautifully written' Peter Stormonth Darling, *Spectator* 'Ferguson's account of Warburg's life not only reveals a prophet of European unification and, later, globalization, but a banker from a more responsible (and civilised) era' Peter Mandelson, *Daily Telegraph*, Books of the Year 'A timely, original and engaging biography' Sathnam Sanghera, *The Times* 'Financially literate, extremely thorough, deploying dazzling breadth of cultural reference . . . Ferguson has produced a fine historical biography. He has also reminded us, regrettably, that Warburg has no peer in the financial world today' Simon Shaw, *Mail on Sunday*

Bestselling author and radio host Michael Medved recounts some of the most significant events in America's rise to prosperity and power, from the writing of the Constitution to the Civil War. He reveals a record of improbabilities and amazements that demonstrate what the Founders always believed: that events unfolded according to a master plan, with destiny playing an unmistakable role in lifting the nation to greatness. Among the stirring, illogical episodes described here: • A band of desperate religious refugees find themselves blown hopelessly off course, only to be deposited at the one spot on a wild continent best suited for their survival • George Washington's beaten army,

surrounded by a ruthless foe and on the verge of annihilation, manages an impossible escape due to a freakish change in the weather • A famous conqueror known for seizing territory, frustrated by a slave rebellion and a frozen harbor, impulsively hands Thomas Jefferson a tract of land that doubles the size of the United States • A weary soldier picks up three cigars left behind in an open field and notices the stogies have been wrapped in a handwritten description of the enemy's secret battle plans—a revelation that gives Lincoln the supernatural sign he's awaited in order to free the slaves When millions worry over the nation losing its way, Medved's sweeping narrative, bursting with dramatic events and lively portraits of unforgettable, occasionally little-known characters, affirms America as “fortune's favorite,” shaped by a distinctive destiny from our beginnings to the present day.

Do you want more free book summaries like this? Download our app for free at <https://www.QuickRead.com/App> and get access to hundreds of free book and audiobook summaries. Money's Prophets 1798-1848. You may associate the name Rothschild with wealth, success, and mystery. For the first time, however, author Niall Ferguson uncovers the mysteries of the Rothschild family and reveals the secrets behind the family's phenomenal economic success. As you read, you'll learn how their vast political network, immense financial success, and their Jewish lineage led to a series of family myths. Furthermore, you'll see how one family was able to defy social stigmas and become the premier banking family of the world. Through this fascinating, deep, and detailed account of the family's history, you'll learn how bribery was a common means for success, how the family's key to success was communication, and how the Rothschild family had influence in just about everything.

Tower of Basel is the first investigative history of the world's most secretive global financial institution. Based on extensive archival research in Switzerland, Britain, and the United States, and in-depth interviews with key decision-makers—including Paul Volcker, the former chairman of the US Federal Reserve; Sir Mervyn King, governor of the Bank of England; and former senior Bank for International Settlements managers and officials—Tower of Basel tells the inside story of the Bank for International Settlements (BIS): the central bankers' own bank. Created by the governors of the Bank of England and the Reichsbank in 1930, and protected by an international treaty, the BIS and its assets are legally beyond the reach of any government or jurisdiction. The bank is untouchable. Swiss authorities have no jurisdiction over the bank or its premises. The BIS has just 140 customers but made tax-free profits of 1.17 billion in 2011–2012. Since its creation, the bank has been at the heart of global events but has often gone unnoticed. Under Thomas McKittrick, the bank's American president from 1940–1946, the BIS was open for business throughout the Second World War. The BIS accepted looted Nazi gold, conducted foreign exchange deals for the Reichsbank, and was used by both the Allies and the Axis powers as a secret contact point to keep the channels of international finance open. After 1945 the BIS—still behind the scenes—for decades provided the necessary technical and administrative support for the trans-European currency project, from the first attempts to harmonize exchange rates in the late 1940s to the launch of the Euro in 2002. It now stands at the center of efforts to build a new global financial and regulatory architecture, once again proving that it has the power to shape the financial rules of our world. Yet despite its pivotal role in the financial and political history of the last century and during the economic current crisis, the BIS has remained largely unknown—until now.

From the bestselling author of *The Ascent of Money* and *The Square and the Tower* “A dazzling history of Western ideas.” —*The Economist* “Mr. Ferguson tells his story with characteristic verve and an eye for the felicitous phrase.” —*Wall Street Journal* “[W]ritten with vitality and verve . . . a tour de force.” —*Boston Globe* Western civilization's rise to global dominance is the single most important historical phenomenon of the past five centuries. How did the West overtake its Eastern rivals? And has the zenith of Western power now passed? Acclaimed historian Niall Ferguson argues that beginning in the fifteenth century, the West developed six powerful new concepts, or “killer applications”—competition, science, the rule of law, modern medicine, consumerism, and the work ethic—that the Rest lacked, allowing it to surge past all other competitors. Yet now, Ferguson shows how the Rest have downloaded the killer apps the West once monopolized, while the West has literally lost faith in itself. Chronicling the rise and fall of empires alongside clashes (and fusions) of civilizations, *Civilization: The West and the Rest* recasts world history with force and wit. Boldly argued and teeming with memorable characters, this is Ferguson at his very best.

From the bestselling author of *The Ascent of Money* and *The Square and the Tower*, the definitive biography of Henry Kissinger, based on unprecedented access to his private papers. Winner of the Council on Foreign Relations Arthur Ross Book Award No American statesman has been as revered

or as reviled as Henry Kissinger. Once hailed as “Super K”—the “indispensable man” whose advice has been sought by every president from Kennedy to Obama—he has also been hounded by conspiracy theorists, scouring his every “telcon” for evidence of Machiavellian malfeasance. Yet as Niall Ferguson shows in this magisterial two-volume biography, drawing not only on Kissinger's hitherto closed private papers but also on documents from more than a hundred archives around the world, the idea of Kissinger as the ruthless arch-realist is based on a profound misunderstanding. The first half of Kissinger's life is usually skimmed over as a quintessential tale of American ascent: the Jewish refugee from Hitler's Germany who made it to the White House. But in this first of two volumes, Ferguson shows that what Kissinger achieved before his appointment as Richard Nixon's national security adviser was astonishing in its own right. Toiling as a teenager in a New York factory, he studied indefatigably at night. He was drafted into the U.S. infantry and saw action at the Battle of the Bulge—as well as the liberation of a concentration camp—but ended his army career interrogating Nazis. It was at Harvard that Kissinger found his vocation. Having immersed himself in the philosophy of Kant and the diplomacy of Metternich, he shot to celebrity by arguing for “limited nuclear war.” Nelson Rockefeller hired him. Kennedy called him to Camelot. Yet Kissinger's rise was anything but irresistible. Dogged by press gaffes and disappointed by “Rocky,” Kissinger seemed stuck—until a trip to Vietnam changed everything. The Idealist is the story of one of the most important strategic thinkers America has ever produced. It is also a political Bildungsroman, explaining how “Dr. Strangelove” ended up as consigliere to a politician he had always abhorred. Like Ferguson's classic two-volume history of the House of Rothschild, Kissinger sheds dazzling new light on an entire era. The essential account of an extraordinary life, it recasts the Cold War world.

We need a world trade organization. We just don't need the one that we have. By pitching unequally matched states together in chaotic bouts of negotiating the global trade governance of today offers - and has consistently offered - developed countries more of the economic opportunities they already have and developing countries very little of what they desperately need. This is an unsustainable state of affairs to which the blockages in the Doha round provide ample testimony. So far only piecemeal solutions have been offered to refine this flawed system. Radical proposals that seek to fundamentally alter trade governance or reorient its purposes around more socially progressive and egalitarian goals are thin on the ground. Yet we eschew deeper reform at our peril. In *What's Wrong with the World Trade Organization and How to Fix It* Rorden Wilkinson argues that without global institutions fit for purpose, we cannot hope for the kind of fine global economic management that can put an end to major crises or promote development-for-all. Charting a different path he shows how the WTO can be transformed into an institution and a form of trade governance that fulfils its real potential and serves the needs of all.

Little dinosaur Rex smashes his way through his long-suffering friends' block buildings, testing their lifetime fun and friendship.

Ferguson tells the human story behind the evolution of money, from its origins in ancient Mesopotamia to the latest Wall Street upheavals. The author shows that finance is, in fact, the foundation of human progress.

A bestselling historian shows how the British Empire created the modern world, in a book lauded as “a rattling good tale” (*Wall Street Journal*) and “popular history at its best” (*Washington Post*) The British Empire was the largest in all history: the nearest thing to global domination ever achieved. The world we know today is in large measure the product of Britain's Age of Empire. The global spread of capitalism, telecommunications, the English language, and institutions of representative government -- all these can be traced back to the extraordinary expansion of Britain's economy, population and culture from the seventeenth century until the mid-twentieth. On a vast and vividly colored canvas, *Empire* shows how the British Empire acted as midwife to modernity. Displaying the originality and rigor that have made Niall Ferguson one of the world's foremost historians, *Empire* is a dazzling tour de force -- a remarkable reappraisal of the prizes and pitfalls of global empire.

The New York Times bestseller 'Silicon Valley needed a history lesson and Ferguson has provided it' Eric Schmidt What if everything we thought we knew about history was wrong? From Niall Ferguson, the global bestselling author of *Empire*, *The Ascent of Money* and *Civilization*, this is a whole new way of imagining the world. Most history is hierarchical: it's about popes, presidents, and prime ministers. But what if that's simply because they create the historical archives? What if we are missing equally powerful but less visible networks - leaving them to the conspiracy theorists, with their dreams of all-powerful Illuminati? The twenty-first century has been hailed as the Net-

worked Age. But in *The Square and the Tower* Niall Ferguson argues that social networks are nothing new. From the printers and preachers who made the Reformation to the freemasons who led the American Revolution, it was the networkers who disrupted the old order of popes and kings. Far from being novel, our era is the Second Networked Age, with the computer in the role of the printing press. Once we understand this, both the past, and the future, start to look very different indeed. 'Ambitious and illuminating ... the historian who more than most connects our age to its past' *Evening Standard*, Books of the Year 'Captivating and compelling' *The New York Times* 'Niall Ferguson has again written a brilliant book ... In 400 pages you will have restocked your mind. Do it' *Wall Street Journal*

From the creator of the Big Nate series comes the third Max and the Midnights adventure! "Fantastic! I loved it!" --Dav Pikley, New York Times bestselling author of the Dog Man series Everyone's favorite knight-in-training is back...to back! Max's twin is public enemy number one, and it's up to the Midnights to find her before time runs out! But dangers loom, including bloodthirsty trolls, murderous pirates, and even a ruthless king--or two. Can Max and her band of loyal friends unlock the mystery of her past? Lincoln Peirce pens another epic quest in *The Tower of Time*, book three in the New York Times bestselling Max & the Midnights series.

Few economic events have had a more profound or enduring impact than the German hyperinflation of 1923, still remembered popularly as a root cause of Hitler's rise to power. Yet many historians have argued that inflationary policies were, on balance, advantageous to post-1918 Germany, both boosting growth and helping to reduce reparations. The scholarly consensus is that there was no viable alternative to inflation. In *Paper and Iron* Niall Ferguson takes a different view. He argues that inflation was indeed an economic and political disaster, and further that there were alternative economic policies which could have stabilised the German currency in 1920. To explain why these were not adopted he points to long-term defects in the political institutions of the Reich which went back as far as the 1890s and which persisted beyond 1918. The book therefore reveals the Wilhelmine origins of Weimar's failure, as well as casting light on the origins of the Third Reich.

NEW YORK TIMES EDITORS' CHOICE • An “elegantly argued and exuberantly narrated” (*The New York Times Book Review*) look at the building of social movements—from the 1600s to the present—and how current technology is undermining them “A bravura work of scholarship and reporting, featuring amazing individuals and dramatic events from seventeenth-century France to Rome, Moscow, Cairo, and contemporary Minneapolis.”—Louis Menand, author of *The Free World* We tend to think of revolutions as loud: frustrations and demands shouted in the streets. But the ideas fueling them have traditionally been conceived in much quieter spaces, in the small, secluded corners where a vanguard can whisper among themselves, imagine alternate realities, and deliberate about how to achieve their goals. This extraordinary book is a search for those spaces, over centuries and across continents, and a warning that—in a world dominated by social media—they might soon go extinct. Gal Beckerman, an editor at *The New York Times Book Review*, takes us back to the seventeenth century, to the correspondence that jump-started the scientific revolution, and then forward through time to examine engines of social change: the petitions that secured the right to vote in 1830s Britain, the zines that gave voice to women's rage in the early 1990s, and even the messaging apps used by epidemiologists fighting the pandemic in the shadow of an inept administration. In each case, Beckerman shows that our most defining social movements—from decolonization to feminism—were formed in quiet, closed networks that allowed a small group to incubate their ideas before broadcasting them widely. But Facebook and Twitter are replacing these productive, private spaces, to the detriment of activists around the world. Why did the Arab Spring fall apart? Why did Occupy Wall Street never gain traction? Has Black Lives Matter lived up to its full potential? Beckerman reveals what this new social media ecosystem lacks—everything from patience to focus—and offers a recipe for growing radical ideas again. Lyrical and profound, *The Quiet* Before looks to the past to help us imagine a different future.

The Higher Reality of Business The health of business is inextricably linked with the health of humanity and nature. But our current approaches to leadership treat business as entirely separate—and the result has been recurring economic, environmental, and human crises. In this extraordinary book, Ram Nidumolu uses evocative parables and stories from the ancient Indian wisdom texts, the Upanishads, to introduce Being-centered leadership. This new kind of leadership is anchored in the concept of Being, the fundamental reality that underlies all phenomena. Being-centered leaders are guided by an innate sense of interconnection—the good of the whole becomes an integral part of their decisions and actions. Using the experiences of over twenty trailblazing CEOs, as well as those from his own life, Nidumolu describes a four-stage road map every aspiring leader

can use to reconnect business to the wider world—to the benefit of all.

"Jane Sinner, a 17-year-old dropout, sets out to redefine herself through a series of schemes and stunts, including participating in a low-budget reality TV show at her local community college"--