



# How the Wise Decide: The Lessons of 21 Extraordinary Leaders

*Aaron Sandoski, Bryn Zeckhauser*

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**How the Wise Decide: The Lessons of 21 Extraordinary Leaders** Aaron Sandoski, Bryn Zeckhauser  
Discover the formula used by twenty-one of the world's most extraordinary leaders to make consistent and smart decisions.

How do the wise decide and lead businesses and organizations to great success is the question Bryn Zeckhauser and Aaron Sandoski posed to themselves after landing their first jobs as managers. Despite the best training the world could offer—Harvard MBAs and stints at McKinsey & Company, the elite powerhouse consulting firm—they felt unprepared when faced with the pressure to make critical decisions. So they set out on a three-year quest to discover how people with remarkable success and experience in both corporate and public life—“the wise”—went about making crucial, often make-or-break decisions.

- How did William George, when CEO of Medtronic, get the real story about why a critical tool used by cardiologists was failing and use that information to fix a systemic problem within the company?
- When inventor Dean Kamen has to make a decision about investing in a new technology, why does he find it useful to “fill a room with barbarians” to get the best thinking from his team?
- How did Shelly Lazarus assess the risks of making a nontraditional career move, a decision that eventually led her to being appointed CEO?
- How did Stephen Schwarzman and Peter Peterson, the founders of The Blackstone Group, turn \$400,000 of their own money into one of the world's preeminent alternative asset managers with \$100 billion under management?

These and the other accounts of the direct conversations Zeckhauser and Sandoski had with twenty-one major leaders show that between wise decisions and poor ones lie vast fortunes and extraordinary contrasts in success. *How the Wise Decide* distills their wisdom, and it reveals how you can use this wisdom to be on the winning side of the ledger.

*From the Hardcover edition.*

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