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The Digital Transformation Roadmap

Rebuild Your Organization for Continuous Change

David L. Rogers

A guide to implementing digital transformation, based on the vision established in The Digital Transformation Playbook.

Today, every leading organization is pursuing some kind of digital transformation. But across all industries, businesses are struggling with the challenges of organizational change. How can digital efforts be aligned across silos? How should leaders balance core business against future growth? What can large, complex organizations do to overcome the inertia that plagues them?

David L. Rogers presents a new approach based on a decade of evidence—attempts, successes, and failures. He shows that for any digital transformation to succeed, leaders must have more than just a vision of where and how a business will adapt and grow in the digital age. They also require an operational roadmap for bringing that vision to life, tailored to the unique strengths, context, and constraints of the organization. Rogers emphasizes that leaders of established organizations today must go beyond trying to rethink their business with strategy for the digital era. They need to rebuild their organization for a world of constant digital change.

The Digital Transformation Roadmap provides a framework for any leader attempting to transform their organization for the digital era. It includes practical, road-tested tools and frameworks that can be applied to driving change in a wide range of organizations in order to sustain and grow their business for the future.

David Rogers is faculty director of several Columbia Business School executive education programs. Rogers has consulted and developed executive programs for companies such as Google, Unilever, GE, Toyota, HSBC, Visa, Pizza Hut, Hard Rock Café, Pernod Ricard, Movado, Cisco, Merck, Lilly, China Eastern Airlines, Kohler, Hearst, MacMillan, and many others. His books include *The Digital Transformation Playbook: Rethink Your Business for the Digital Age* (Columbia, 2016).

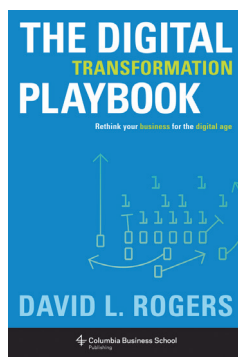
320 pages

29 black-and-white figures, 23 tables

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Review material: June 2023

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Women in Science Now

Stories and Strategies for Achieving Equity

Lisa M. P. Munoz

New perspectives on making science more equitable

Women working in the sciences face obstacles at virtually every step along their career paths. From subtle slights to blatant biases, deep systemic problems block women from advancing or push them out of science and technology entirely.

Women in Science Now examines solutions to this persistent gender gap, offering new perspectives on how to make science more equitable and inclusive for all. This book shares stories and insights of women from a range of backgrounds working in various disciplines, illustrating the journeys that brought them to the sciences, the challenges they faced along the way, and the important contributions they have made to their fields. Lisa M. P. Munoz combines these narratives with a wealth of data to illuminate the size and scope of the challenges women scientists face, while highlighting research-based solutions to help overcome these obstacles. She presents groundbreaking studies in social psychology and organizational behavior that are informing novel approaches for combating historic and ongoing inequities.

Through a combined focus on personal experiences and social-science research, this timely book provides both a path toward greater gender equity and an inspiring vision of science and scientists.

Lisa M. P. Munoz is a science writer and the founder and president of SciComm Services, a science communications consulting firm. A former journalist and press officer, she has more than twenty years of experience crafting science content for scientists and the public alike. Munoz holds an engineering degree from Cornell University.

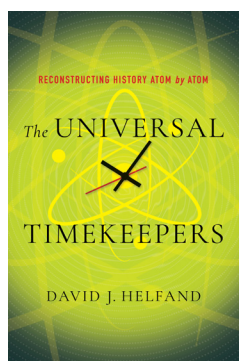
240 pages

16 black-and-white figures

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The Universal Timekeepers

Reconstructing History Atom by Atom

David J. Helfand

A 13.8 billion-year history of the universe told through atoms

Atoms are unfathomably tiny. It takes fifteen million trillion of them to make up a single poppy seed—give or take a few billion. And there's hardly anything to them: atoms are more than 99.99999999 percent empty space. Yet scientists have learned to count these slivers of near nothingness with precision and to peer into their internal states. In looking so closely, we have learned that atoms, because of their inimitable signatures and imperturbable internal clocks, are little archives holding the secrets of the past.

David J. Helfand reconstructs the history of the universe—back to its first microsecond 13.8 billion years ago—with the help of atoms. He shows how, by using detectors and reactors, microscopes and telescopes, we can decode the tales these infinitesimal particles tell, answering questions such as: Is a medieval illustrated prayer book real or forged? How did maize cultivation spread from the highlands of central Mexico to New England? What was Earth's climate like before humans emerged? Where can we find clues to identify the culprit in the demise of the dinosaurs? When did our planet and solar system form? Can we trace the births of atoms in the cores of massive stars or even glimpse the origins of the universe itself?

A lively and inviting introduction to the building blocks of everything we know, *The Universal Timekeepers* demonstrates the power of science to unveil the mysteries of unreachably remote times and places.

David J. Helfand, former chair of the Astronomy Department at Columbia University, has served on Columbia's faculty for nearly five decades. Helfand is the chair of the American Institute of Physics. His commentary has appeared in *Nature*, *Physics Today*, the *Globe and Mail*, the *Washington Post*, and the *New York Times*, among other publications, and he is the author of *A Survival Guide to the Misinformation Age: Scientific Habits of Mind* (Columbia, 2016).

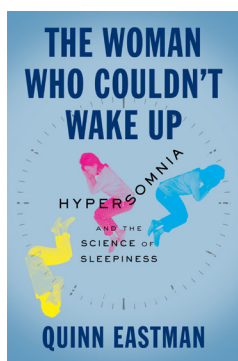
272 pages

33 black-and-white figures

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Review material: April 2023

All rights: Columbia University Press



The Woman Who Couldn't Wake Up

Hypersomnia and the Science of Sleepiness

Quinn Eastman

How a rare disorder sheds light on the science of sleep

Sleep was taking over Anna's life. Despite multiple alarm clocks and powerful stimulants, the young Atlanta lawyer could sleep for thirty or even fifty hours at a stretch. She stopped working and began losing weight because she couldn't stay awake long enough to eat. Anna's doctors didn't know how to help her until they tried an oddball drug, connected with a hunch that something produced by her body was putting her to sleep.

The Woman Who Couldn't Wake Up tells Anna's story—and the broader story of her diagnosis, idiopathic hypersomnia (IH), a shadowy sibling of narcolepsy that has emerged as a focus of sleep research and patient advocacy. Quinn Eastman explores the science around sleepiness, recounting how researchers have been searching for the substances that tip the brain into slumber for more than a century. He argues that investigation of IH could unlock new understandings of how sleep is regulated and controlled. Eastman foregrounds the experiences of people with IH, relating how publicity around Anna's successful treatment helped others form a community. He shows how a group of patients who felt neglected or dismissed united to steer research toward their little-known disorder.

Sharing emerging science and powerful stories, this book testifies to the significance of under-recognized diseases and sheds new light on how our brains function, day and night. It is essential reading for anyone interested in sleep and sleep disorders, including those affected by or seeking to treat them.

Quinn Eastman is a technical editor at Emory University School of Medicine. He was trained as a biochemist, receiving a PhD from Yale University, and has worked as a journalist, covering local government and environmental issues as well as sleep research.

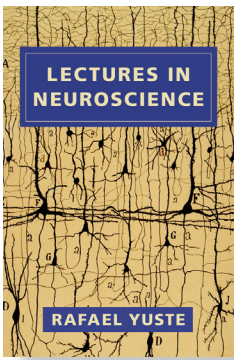
320 pages

33 figures black-and-white, 2 tables

Publication: August 2023

Review material: Available

All rights: Columbia University Press



Lectures in Neuroscience

Rafael Yuste

The human brain is perhaps the most intricate and fascinating object in the known universe. Through a mysterious process, the activity of billions of neurons within a few pounds of matter generates the unfathomable complexity of the mind.

This book is a conversational and accessible introduction to the brain. Beginning from basic elements of neuroscience, the acclaimed scientist Rafael Yuste guides readers through increasingly sophisticated topics, developing a unified framework for how the brain functions. He describes how the brain is organized and how it develops, how neurons operate and form neural circuits, and how these circuits function as neural networks to generate behavior and mental states.

Yuste challenges the traditional view that the brain is an input-output machine that reacts reflexively to sensory stimuli. Instead, he argues, the purpose of the brain is to make a predictive model of the world in order to anticipate the future and choose successful courses of action. He gives readers insight into the workings of sensory and motor systems and the neurobiological basis of our perceptions, thoughts, emotions, memories, and consciousness.

Peppered with anecdotes and illustrated with elegant drawings and diagrams, this succinct and cohesive book is accessible to readers without previous background in the subject. It is written for anyone seeking to grasp the core principles of neuroscience or looking for a fresh and clear perspective on how the brain works.

Rafael Yuste is professor of biological sciences and director of the NeuroTechnology Center at Columbia University. An expert on the function of the cerebral cortex, he also advocates for human rights protection of brain activity. Yuste is the chair of the NeuroRights Foundation and helped initiate the U.S. BRAIN Initiative and the International Brain Initiative.

416 pages

233 color figures

Publication: August 2023

Review material: Available

All rights: Columbia University Press



The Suicidal Person

A New Look at a Human Phenomenon

Konrad Michel

A profound new look at suicide prevention

Konrad Michel, a leading psychiatrist and acclaimed expert, draws on decades of experience to offer necessary new ways of understanding—and preventing—suicide. After one of his first patients died by suicide, Michel devoted himself to researching self-harm. Writing vividly and personally, he recounts more than forty years of working with and learning from suicidal patients.

Michel shows that suicide is not just a consequence of mental illness but an action related to a person's life story. Drawing on hundreds of interviews with suicidal patients, he argues that suicide and suicide attempts occur when someone experiences extreme emotional pain that severely impairs the ability to think and act rationally. Based on this understanding, Michel and his colleagues developed a person-centered approach to treatment that overcomes the limitations of the traditional medical model. Through a brief therapy, patients find a personally meaningful narrative understanding of their suicidal thoughts and impulses. People at risk can learn to recognize their vulnerabilities in order to manage potentially life-threatening situations and keep themselves safe. Michel emphasizes the importance of communication: medical professionals need to connect with patients as individuals to identify specific warning signs.

Both compassionate and rigorous, this book provides vital insight into suicide prevention and shows how changing attitudes will help save lives. It includes practical advice for people at risk, with special emphasis on young people, as well as for relatives and health professionals.

Konrad Michel is a clinical psychiatrist and psychotherapist as well as professor emeritus of psychiatry at the University of Bern, Switzerland. He is a world-renowned expert in suicide prevention. Michel lost his twenty-year-old son to suicide.

256 pages

13 black-and-white figures, 1 table

Publication: September 2023

Review material: Available

All rights: Columbia University Press

Rights sold: Albanian



Catastrophic Incentives

Why Our Approaches to Disasters Keep
Falling Short

Jeffrey Schlegelmilch and Ellen Carlin

*How incentive structures in politics,
business, and philanthropy make
the world more vulnerable when
disasters strike*

Societies are vulnerable to any number of potential disasters: earthquakes, hurricanes, infectious diseases, terrorist attacks, and many others. But even though the dangers are often clear, there is a persistent pattern of inadequate preparation and a failure to learn from experience. Before disasters, institutions pay insufficient attention to risk; in the aftermath, even when the lack of preparation led to a flawed response, the focus shifts to patching holes instead of addressing the underlying problems.

Examining twenty years of disasters from 9/11 to COVID-19, Jeffrey Schlegelmilch and Ellen Carlin show how flawed incentive structures make the world more vulnerable when catastrophe strikes. They explore how governments, the private sector, nonprofits, and academia behave before, during, and after crises, arguing that standard operational and business models have produced dysfunction. *Catastrophic Incentives* reveals troubling patterns about what does and does not matter to the institutions that are responsible for dealing with disasters. The short-termism of electoral politics and corporate decision making, the funding structure of nonprofits, and the institutional dynamics shaping academic research have all contributed to a failure to build resilience.

Offering a comprehensive and incisive look at disaster governance, *Catastrophic Incentives* provides timely recommendations for reimagining systems and institutions to make them better equipped to manage twenty-first-century threats.

Jeff Schlegelmilch is the director of the National Center for Disaster Preparedness at the Columbia Climate School at Columbia University. He is also the author of *Rethinking Readiness: A Brief Guide to Twenty-First-Century Megadisasters* (Columbia, 2020).

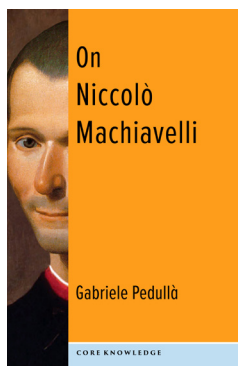
Ellen Carlin is a veterinarian and assistant research professor at Georgetown University. She has worked on national security challenges and disaster preparedness for more than fifteen years, including as senior professional staff with the U.S. House of Representatives.

288 pages

Publication: September 2023

Review material: May 2023

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On Niccolò Machiavelli

The Bonds of Politics

Gabriele Pedullà

The power of Machiavelli's ideas in his own time and today

Five hundred years after his death, Niccolò Machiavelli still draws an astonishing range of contradictory characterizations. Was he a friend of tyrants? An ardent republican loyal to Florence's free institutions? The father of political realism? A revolutionary populist? A calculating rationalist? A Renaissance humanist? A prophet of Italian unification? A theorist of mixed government? A forerunner to authoritarianism? The master of the dark arts of intrigue?

This book provides a vivid and engaging introduction to Machiavelli's life and works that sheds new light on his originality and relevance. Gabriele Pedullà—a leading Italian expert and acclaimed writer—offers fresh readings of the Florentine thinker's most famous writings, *The Prince* and the *Discourses on Livy*, as well as lesser-known texts. A new and often surprising Machiavelli emerges: one closer to his time but also better suited to inform our own. Pedullà's portrait of Machiavelli highlights his close attention to social and emotional bonds, staunch opposition to oligarchy, keen awareness of the economic side of power dynamics, and strong preference for history over philosophy as a guide for leaders.

This book recovers the excitement Machiavelli roused in his first readers for a twenty-first-century audience, capturing his capacity to provoke, both then and now, with unconventional ideas and startling insights.

Gabriele Pedullà is professor of Italian literature at the University of Roma Tre. His English-language books include *In Broad Daylight: Movies and Spectators After the Cinema* (2012) and *Machiavelli in Tumult: The Discourses on Livy and the Origins of Political Conflictualism* (2018). His publications in Italian include award-winning fiction as well as an annotated edition of *The Prince*.

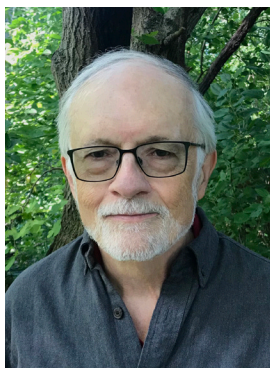
160 pages

5 black-and-white illustrations, 5 black-and-white diagrams

Publication: October 2023

Review material: May 2023

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The Evolution of Religion

A History of Related Traditions

Lance Grande

How evolutionary biology can yield new insight into the origins and development of organized religions

Thousands of religions have adherents today, and countless more have existed throughout history. What accounts for this astonishing diversity?

This extraordinarily ambitious and comprehensive book demonstrates how evolutionary biology can yield new insight into the origins and development of organized religions. Lance Grande—a leading evolutionary systematist—examines the growth and diversification of belief systems, highlighting their historical interrelationships. Applying the insights of evolutionary theory, he explores the formation and change over time of world traditions including cyclically oriented Asian faiths, Asian and western polytheisms, Abrahamic monotheism, traditional and reformed Christianity, gnostic mystery religions, and Islam.

Grande deploys an illuminating graphic system of evolutionary trees to indicate links between religious traditions. Rejecting colonialist and hierarchical “ladder of progress” views of evolution, he reveals the commonalities within the diversity of faiths. Extensive and informative illustrations clearly and vividly indicate historical relationships and help readers grasp the breadth of interconnections across eras and cultures.

The Evolution of Religion marshals compelling evidence that all major belief systems are related despite the many conflicts that have taken place among them. By emphasizing these historical connections and shared characteristics, this book provides a new perspective on the need for greater tolerance and deeper understanding of the diversity of religions.

Lance Grande is the Negaunee Distinguished Service Curator of the Field Museum of Natural and Cultural History in Chicago. His many books include *Curators: Behind the Scenes of Natural History Museums* (2017) and *The Lost World of Fossil Lake: Snapshots from Deep Time* (2013).

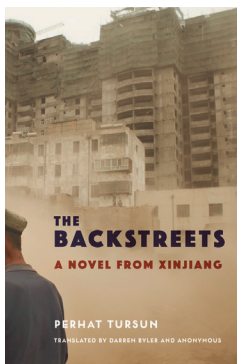
664 pages

95 color illustrations

Publication: December 2023

Review material: July 2023

All rights: Columbia University Press



The Backstreets

A Novel from Xinjiang

Perhat Tursun. Translated by Darren Byler and Anonymous.

A remarkable modernist-esque novel by a disappeared Uyghur writer

Named a Best Book of 2022 by The New Yorker

Close to a perfect work of art. - The Atlantic

Also reviewed in: The New York Times, The Economist, The Wall Street Journal, NPR Books, The Guardian

The Backstreets is an astonishing novel by a preeminent contemporary Uyghur author who was disappeared by the Chinese state. It follows an unnamed Uyghur man who comes to the impenetrable Chinese capital of Xinjiang after finding a temporary job in a government office. Seeking to escape the pain and poverty of the countryside, he finds only cold stares and rejection. He wanders the streets, accompanied by the bitter fog of winter pollution, reciting a monologue of numbers and odors, lust and loathing, memories and madness.

Perhat Tursun is a leading Uyghur writer, poet, and social critic from the Xinjiang Uyghur Autonomous Region. He has published many short stories and poems as well as three novels, including the controversial 1999 novel *The Art of Suicide*, decried as anti-Islamic. In 2018, he was detained by the Chinese authorities and was reportedly given a sixteen-year prison sentence.

The Translators: Darren Byler is assistant professor of international studies at Simon Fraser University and author of *Terror Capitalism: Uyghur Dispossession and Masculinity in a Chinese City* (2022). His anonymous cotranslator, who disappeared in 2017, is presumed to be in the reeducation camp system in northwest China.

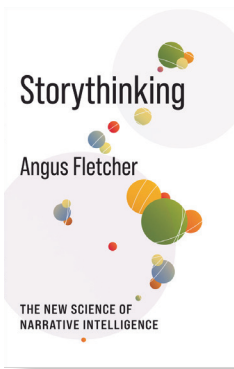
168 pages

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Rights sold: Romanian, Bosnian, French, Dutch, complex Chinese, and audio



Storythinking

The New Science of Narrative Intelligence

Angus Fletcher

Every time we think ahead, we are crafting a story. Every daily plan—and every political vision, social movement, scientific hypothesis, business proposal, and technological breakthrough—starts with “what if?” Linking causes to effects, considering hypotheticals and counterfactuals, asking how other people will react: these are the essence of narrative. So why do we keep overlooking story’s importance to intelligence in favor of logic?

This book explains how and why our brains think in stories. Angus Fletcher, an expert in neuroscientific approaches to narrative, identifies this capacity as “storythinking.” He demonstrates that storythinking is fundamental to what makes us human. Artificial intelligence can perform symbolic logic, rational deduction, and mathematical calculation, but it is incapable of deliberating in narrative. Drawing on new research in neuroscience and narrative theory, Fletcher explores the nature of imagination, innovation, and creativity. He provides concise answers to big questions: How does storythinking work? Why did it evolve? How can it misfire? What problems can it solve?

Revealing the significance of storythinking from science to business to philosophy, this book also provides ways for readers to harness its power to script better tomorrows.

Angus Fletcher is professor of story science at Ohio State University’s Project Narrative. His most recent book is *Wonderworks: The 25 Most Powerful Inventions in the History of Literature* (2021). His research has been published in journals such as *Harvard Business Review* and *Annals of the New York Academy of Science*.

200 pages

Publication: June 2023

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