

Organizing Genius Warren G Bennis | 8d3cab224375984e3b1b9ba2f3ac59a1

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THE TEMPORARY SOCIETY

“A convincing case that careful analysis of the history, issues, individuals, and institutions can lead to better decisions—in business as well as in government” (BusinessWeek). Two noted professors offer easily remembered rules for using history effectively in day-to-day management of governmental and corporate affairs to avoid costly blunders. “An illuminating guide to the use and abuse of history in affairs of state” (Arthur Schlesinger).

“With good judgment, little else matters. Without it, nothing else matters.” Whether we’re talking about United States presidents, CEOs, Major League coaches, or wartime generals, leaders are remembered for their best and worst judgment calls. In the face of ambiguity, uncertainty, and conflicting demands, the quality of a leader’s judgment determines the fate of the entire organization. That’s why judgment is the essence of leadership. Yet despite its importance, judgment has always been a fairly murky concept. The leadership literature has been conspicuously quiet on what, exactly, defines it. Does judgment differ from common sense or gut instinct? Is it a product of luck? Of smarts? Or is there a process for making consistently good calls? Noel Tichy and Warren Bennis have each spent decades studying and teaching leadership and advising top CEOs such as Jack Welch and Howard Schultz. Now, in their first collaboration, they offer a powerful framework for making tough calls when the stakes are high and the right path is far from obvious. They show how to recognize the critical moment before a judgment call, when swift and decisive action is essential, and also how to execute a decision after the call. Tichy and Bennis bring their three-dimensional model to life with interviews with world-class leaders who have thrived or suffered because of their judgment calls. These stories include: • Jeff Immelt, CEO of General Electric, whose judgment to grow through research and development transformed GE into the world’s premier technology growth company. • Joel Klein, chancellor of the New York City Department of Education, who made tough calls about teachers, students, and parents while turning around a troubled school system. • Jim McNerney, CEO of Boeing, whose strategic judgment helped him reinvigorate his company and restore a culture of trust and respect. • The late general Wayne Downing,

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who found an unexpected opportunity in the midst of crisis when he led the Special Operations raid to capture Manuel Noriega. • A. G. Lafley, CEO of Procter & Gamble, who bet \$57 billion to purchase Gillette and reinvent his company. • Brad Anderson, CEO of Best Buy, who made the call to commit totally to a customer-centric strategy and led his people to execute it. Whether you're running a small department or a global corporation, Judgment will give you a framework for evaluating any situation, making the call, and correcting if necessary during the execution phase. It will show you how to handle the overlapping domains of people, strategy, and crisis management. And it will help you teach your entire team to make the right call more often. No organization can afford to neglect this crucial discipline—and no previous book has ever brought it into such clear focus.

Over the last 25 years, Geoffrey Moore has established himself as one of the most influential high-tech advisors in the world—once prompting Conan O'Brien to ask “Who is Geoffrey Moore and why is he more famous than me?” Following up on the ferociously innovative ESCAPE VELOCITY, which served as the basis for Moore's consulting work to such companies as Salesforce, Microsoft, and Intel, ZONE TO WIN serves as the companion playbook for his landmark guide, offering a practical manual to address the challenge large enterprises face when they seek to add a new line of business to their established portfolio. Focused on spurring next-generation growth, guiding mergers and acquisitions, and embracing disruption and innovation, ZONE TO WIN is a high-powered tool for driving your company above and beyond its limitations, its definitions of success, and ultimately, its competitors. Moore's classic bestseller, CROSSING THE CHASM, has sold more than one million copies by addressing the challenges faced by start-up companies. Now ZONE TO WIN is set to guide established enterprises through the same journey. “For any company, regardless of size or industry, ZONE TO WIN is the playbook for succeeding in today's disruptive, connected, fast-paced business world.” —Marc Benioff, CEO, Salesforce “Once again Geoffrey Moore weighs in with a prescient examination of what it takes to win in today's competitive, disruptive business environment.” —Satya Nadella, CEO, Microsoft “With this book, Geoffrey Moore continues to lead us all through ever-changing times His work has changed the game of changing the game!” —Gary Kovacs, CEO, AVG “ZONE TO WIN uses crystal-clear language to describe the management plays necessary to win in an ever-disrupting marketplace. Regardless of your level of management experience, you will find this book an invaluable tool for building long-term success for your business.” —Lip-Bu Tan, President and CEO, Cadence Design Systems

This brand new edition of a classic, international bestseller continues to bring keen insight to an important topic--workforce diversity. Written in a charming, engaging style, it is a contemporary corporate fable--a tale for our times. This special 20th anniversary edition includes many new tips, tools, and strategies for peacocks and penguins alike--as well as an entirely new bonus parable. Through the story of Perry the Peacock and his fine feathered friends, the authors bring to life the challenges of birds of different feathers who struggle to be successful in the conformity-minded Land of Penguins. Their travails illuminate the challenges of creating a pluralistic corporate culture in which the talent,

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energy, and commitment of all employees are fully engaged. --

Warren Bennis has become synonymous with leadership, exploring all its dimensions as both practitioner and scholar for over four decades. *Managing the Dream* is an intimate portrait of leadership, comprising over a dozen essays that represent the author's most incisive and creative thinking. It features many of Bennis's most recent works, including "The End of Leadership," and a new preface reflecting on the challenge of leadership in the new millennium.

Rodin's sculpture "The Thinker" dominates our collective imagination as the purest representation of human inquiry--the lone, stoic thinker. But while the Western belief in individualism romanticizes this perception of the solitary creative process, the reality is that scientific and artistic forms emerge from the joint thinking, passionate conversations, emotional connections and shared struggles common in meaningful relationships. In *Creative Collaboration*, Vera John-Steiner offers rare and fascinating glimpses into the dynamic alliances from which some of our most important scholarly ideas, scientific theories and art forms are born. Within these pages we witness the creative process unfolding in the intimate relationships of Jean-Paul Sartre and Simone de Beauvoir, Henry Miller and Anais Nin, Marie and Pierre Curie, Martha Graham and Erick Hawkins, and Georgia O'Keeffe and Alfred Stieglitz; the productive partnerships of Pablo Picasso and Georges Braque, Albert Einstein and Marcel Grossmann, Aaron Copland and Leonard Bernstein, and Freeman Dyson and Richard Feynman; the familial collaborations of Thomas and Heinrich Mann, Hubert and Stuart Dreyfus, and Margaret Mead, Gregory Bateson and Mary Catherine Bateson; and the larger ensembles of The Guarneri String Quartet, Lee Strasburg, Harold Clurman and The Group Theater, and such feminist groups as The Stone Center and the authors of *Women's Ways of Knowing*. Many of these collaborators complemented each other, meshing different backgrounds and forms into fresh styles, while others completely transformed their fields. Here is a unique cultural and historical perspective on the creative process. Indeed, by delving into these complex collaborations, John-Steiner illustrates that the mind--rather than thriving on solitude--is clearly dependent upon the reflection, renewal and trust inherent in sustained human relationships. Here is a unique cultural and historical perspective on the creative process, and a compelling depiction of the associations that nurtured our most talented artists and thinkers. By delving into these complex, intimate collaborations, John-Steiner illustrates that the mind--rather than thriving on solitude--is clearly dependent upon the dialogue, renewal, and trust inherent in sustained human relationships.

The world's foremost business thinkers explore organizations can be redesigned to survive and thrive in tomorrow's hypercompetitive global environment.

With a new introduction by the author Warren Bennis's formative years, in the 1930s and '40s, were characterized by severe economic hardship and a world war that showcased the extreme depths and heights to which leaders could drive their followers. Today's environment is similarly chaotic, turbulent, and uncertain. *On Becoming a Leader* has served for nearly fifteen years as a beacon of insight, delving into the qualities that define

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leadership, the people who exemplify it, and the strategies that anyone can apply to become an effective leader. This new edition features a provocative introduction on the challenges and opportunities facing leaders today, with additional updates and current references throughout.

Discusses the qualities of successful business executives and offers advice for managers on how to develop leadership skills.

Apollo was known for its engineering triumphs, but its success also came from a disciplined management style. This excellent account of one of the most important personalities in early American human spaceflight history describes for the first time how George E. Mueller, the system manager of the human spaceflight program of the 1960s, applied the SPO methodology and other special considerations such as “all-up” testing, resulting in the success of the Apollo Program. Wernher von Braun and others did not readily accept such testing or Mueller’s approach to system management, but later acknowledged that without them NASA would not have landed astronauts on the Moon by 1969. While Apollo remained Mueller’s priority, from his earliest days at the agency, he promoted a robust post-Apollo Program which resulted in Skylab, the Space Shuttle and the International Space Station. As a result of these efforts, Mueller earned the sobriquet: “the father of the space shuttle.” Following his success at NASA, Mueller returned to industry. Although he did not play a leading role in human spaceflight again, in 2011 the National Air and Space Museum awarded him their lifetime achievement trophy for his contributions. Following the contributions of George E. Mueller, in this unique book Arthur L. Slotkin answers such questions as: exactly how did the methods developed for use in the Air Force ballistic missile programs get modified and used in the Apollo Program? How did George E. Mueller, with the help of others, manage the Apollo Program? How did NASA centers, coming from federal agencies with cultures of their own, adapt to the new structured approach imposed from Washington? George E. Mueller is the ideal central character for this book. He was instrumental in the creation of Apollo extension systems leading to Apollo, the Shuttle, and today’s ISS and thus was a pivotal figure in early American human spaceflight history.

In this empowering book, Robert E. Quinn, author of the highly successful and influential *Deep Change*, gives readers the courage to use personal transformation to positively impact their home life, work life, and communities -- to be what he refers to as “inner-directed and outer-focused.” We are all potential change agents, but most of us are trapped by belief that we as individuals cannot make a difference. Informed by the teachings of Jesus, Gandhi, and Martin Luther King, Jr. -- three of the most successful change agents ever -- Quinn outlines eight steps each of us can take to move ourselves and others to the highest levels of excellence. Following his advice, each of us can access and apply the power that lies within us in ways that will change our world for the better.

Although it was first published more than thirty-five years ago, *Up the Organization* continues to top the lists of best business books by groups as diverse as the American

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Management Association, Strategy + Business (Booz Allen Hamilton), and The Wharton Center for Leadership and Change Management. 1-800-CEO-READ ranks Townsend's bestseller first among eighty books that "every manager must read." This commemorative edition offers a new generation the benefit of Robert Townsend's timeless wisdom as well as reflections on his work and life by those who knew and worked with him. This groundbreaking book continues to remind us not to get mired in all those sacred organizational routines that stifle people and strangle both profits and profitability. He shows a way to humanize business and a way to have fun while making it all work better than it ever worked before.

Our youngest leaders matured in the glow of computer screens; our oldest in the shadow of the Depression and World War II. In a groundbreaking study of these two disparate groups - affectionately labeled "geeks" and "geezer" - leadership experts Warren G. Bennis and Robert J. Thomas set out to find how era and values shape those who lead. What they discovered was something even more profound: the powerful process through which leaders of any era emerge.

In a collection of essays, a business expert examines what his role as a university president taught him about leadership, the ethical dilemmas inherent in modern organizations, Watergate, and the emergence of Japan

Cats of course, won't be herded. And the most successful organizations in the 21st Century won't be managed -- they'll be led. The answer to America's current leadership crisis is leaders (not managers) who recognize that "the only capital that really counts is human capital" And whether readers are looking for a leader or looking to be a better one, Warren knows what it takes. In answer to the leadership crisis, Bennis offers insight into developing leaders and their competencies, by explaining ten traits of dynamic leaders, and how these leaders constantly reinvent themselves. The 21st century will require leaders who can inspire and orchestrate change rather than impose it or simply react to it. The section on "Leading Change" will, in itself, make this a must-have book.

Presents a comprehensive guide to the essential skills, strategies, techniques, and creative mindset of successful negotiation, drawing on the latest behavioral research and real-life case studies to explain how to prepare for and execute negotiations, from identifying opportunities to overcoming resistance and defusing hardball tactics. Reprint. 30,000 first printing.

An intimate look at the founding father of the modern leadership movement Warren Bennis is an acclaimed American scholar, successful organizational consultant and author, and an expert in the field of leadership. His much awaited memoir is filled with insights about the successes and failures from his long and storied life and career. Bennis' life and career have traversed eight decades of first-hand experience with tumultuous episodes of recent history-from Jewish child in a gentile town in the 30's, a young army recruit in the Battle of the Bulge to a college student in the one of the first progressive precursors to the civil rights movement to a patient undergoing daily psychoanalysis for five years, and later

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a university provost during the Vietnam protests. Reveals the triumphs and struggles of the man who is considered the pioneer in the contemporary field of leadership studies Bennis is the author of 27 books including the bestseller *On Becoming a Leader* This is first book to examine the extraordinary life of Warren Bennis by the man himself.

Highly original and based on unique empirical research in the fields of organization theory and organization behaviour, this work makes an invaluable contribution to the literature on bureaucracy and innovation. Focusing on a study of two major companies working with innovation and new product development Styhre's critical analysis pushes the boundaries of bureaucracy studies beyond its current entrenched position. Departing from the traditional view that bureaucratic organizations are inefficient, incapable of responding to external changes, unable to orchestrate innovative work and provide meaningful jobs for its co-workers, this empirical study underlines the merits of a functional organization, the presence of specialist and expertise groups and hierarchical structures. Analyzing the literature of bureaucracy, the new forms of post-bureaucratic organizations and drawing on the philosophy of Henri Bergson, the author offers a model of bureaucracy, capable of both apprehending its functional organization and its continuous and ongoing modifications and changes to adapt to external conditions. Innovative and compelling, this book is an excellent text for advanced students of organization and management theory and managerial strategists and decision-makers across the globe.

"Coyle spent three years researching the question of what makes a successful group tick, visiting some of the world's most productive groups--including Pixar, Navy SEALs, Zappos, IDEO, and the San Antonio Spurs. Coyle discovered that high-performing groups generate three key messages that enable them to excel: 1. Safety (we are connected), 2. Shared risk (we are vulnerable together), 3. Purpose (we are part of the same story)"--

Uncovers the elements of creative collaboration by examining six of the century's most extraordinary groups and distill their successful practices into lessons that virtually any organization can learn and commit to in order to transform its own management into a collaborative and successful group of leaders. Paper. DLC: Organizational effectiveness - Case studies.

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The most accessible guide to the essential ideas of "the inventor of modern management". In late 2003, ninety-four-year-old Peter Drucker invited Jeffrey Krames to his home for an unprecedented day-long interview. He spoke candidly about his seminal management principles, his enormous body of work (thirty-eight books over six decades), and the leaders he had advised over the years (including Jack Welch). Krames used the insights he

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gained that day to create *Inside Drucker's Brain*--a compact guide to the great man's wisdom. Krames had no intention of writing a biography, but rather a book that would showcase Drucker's most important ideas and strategies, and explain why they are just as useful today as they were decades ago. Drucker's biggest contribution was a mind-set, not a methodology. He focused on prodding managers to ask the right questions, to look beyond what they thought they knew, and to focus on tomorrow rather than yesterday. If anything, this mind-set is more valuable in the digital age than it was in the industrial age. This user-friendly book will help readers grasp all of Drucker's key ideas on leadership, strategy, innovation, personal effectiveness, career development, and many other topics.

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Deemed "the dean of leadership gurus" by *Forbes* magazine, Warren Bennis has for years persuasively argued that leaders are not born—they are made. Delving into the qualities that define leadership, the people who exemplify it, and the strategies that anyone can apply to achieve it, his classic work *On Becoming a Leader* has served as a source of essential insight for countless readers. In a world increasingly defined by turbulence and uncertainty, the call to leadership is more urgent than ever. Featuring a provocative new introduction, this new edition will inspire a fresh generation of potential leaders to excellence.

Using specific examples, a master of business management defines the problems that keep leaders from realizing their full potential, such as isolation, cynicism, and routine. Reissue. 12,500 first printing.

Over his distinguished career Warren Bennis has shown that leaders are made, not born. In *Learning to Lead*, written in partnership with management development expert Joan Goldsmith, Bennis provides a program that will help managers transform themselves into leaders. Using wise insights from the world's best leaders, helpful self-assessments, and dozens of one-day skill-building exercises, Bennis and Goldsmith show in *Learning to Lead* how to see beyond leadership myths and communicate vision to others. With updates throughout, *Learning to Lead* is both a workbook and a deeply considered treatise on the nature of leadership by two of its finest and most experienced practitioners - and teachers.

In *Transparency*, the authors—a powerhouse trio in the field of leadership—look at what conspires against "a culture of candor" in organizations to create disastrous results, and suggest ways that leaders can achieve healthy and honest openness. They explore the lightning-rod concept of "transparency"—which has fast become the buzzword not only in business and corporate settings but in government and the social sector as well. Together Bennis, Goleman, and O'Toole explore why the containment of truth is the dearest held

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value of far too many organizations and suggest practical ways that organizations, their leaders, their members, and their boards can achieve openness. After years of dedicating themselves to research and theory, at first separately, and now jointly, these three leadership giants reveal the multifaceted importance of candor and show what promotes transparency and what hinders it. They describe how leaders often stymie the flow of information and the structural impediments that keep information from getting where it needs to go. This vital resource is written for any organization—business, government, and nonprofit—that must achieve a culture of candor, truth, and transparency.

Uses demographic trends to present a forward-looking strategy that outlines sixteen trends that will profoundly affect education, a plan for setting priorities based on probabilities, and advice on creating a four-step issue management process.

Research Techniques for the Health Sciences focuses on pragmatic aspects of health science research. Underlying concepts and theory are explained and illustrated through a common-sense approach utilizing case studies. All of the text's case studies are health-oriented in school, community, and hospital settings involving students, teachers, physicians, nurses, and health science researchers. This edition features more applied questions for the case studies, general guidelines on how to create a poster, journal publication, and oral presentation, and reorganized chapters.

If you are looking for a lively, down-to-earth experience in the journey to innovative engineering management, this is definitely the book for you. The author's 20-plus year perspective indicates that, while most engineers will spend the majority of their careers as managers, most are dissatisfied with the transition. Much of this frustration is the result of lack of preparation and training. This book gives you a solid grounding in the critical attitudes and principles needed for success.

In this offbeat approach to leadership, college president Steven B. Sample—the man who turned the University of Southern California into one of the most respected and highly rated universities in the country—challenges many conventional teachings on the subject. Here, Sample outlines an iconoclastic style of leadership that flies in the face of current leadership thought, but a style that unquestionably works, nevertheless. Sample urges leaders and aspiring leaders to focus on some key counterintuitive truths. He offers his own down-to-earth, homespun, and often provocative advice on some complex and thoughtful issues. And he provides many practical, if controversial, tactics for successful leadership, suggesting, among other things, that leaders should sometimes compromise their principles, not read everything that comes across their desks, and always put off decisions.

Tracing some of the economic highs and lows that impacted the world in the aftermath of Hurricane Katrina, an introduction to the emerging field of resilience research explains how to approach disruptions in ecosystems, businesses and governments to better reinforce interdependent world systems. 40,000 first printing.

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From the co-author of the New York Times bestseller *Team of Teams*, a practical guide for leaders looking to make their organizations more interconnected and unified in the midst of sudden change. Too often, companies end up with teams stuck in their own silos, pursuing goals and metrics in isolation. Their traditional autocratic structures create stability, scalability, and predictability -- but in a world that demands rapid adaptation to a new reality, this traditional model simply doesn't work. In *Team of Teams*, retired four-star General Stanley McChrystal and former Navy SEAL Chris Fussell made the case for a new organizational model combining the agility, adaptability, and cohesion of a small team with the power and resources of a giant organization. Now, in *One Mission*, Fussell channels all his experiences, both military and corporate, into powerful strategies for unifying isolated and distrustful teams. This practical guide will help leaders in any field implement the *Team of Teams* approach to tear down their silos improve collaboration, and avoid turf wars. By committing to one higher mission, organizations develop an overall capability that far exceeds the sum of their parts. From Silicon Valley software giant Intuit to a government agency on the plains of Oklahoma, organizations have used Fussell's methods to unite their people around a single compelling vision, resulting in superior performance. *One Mission* will help you follow their example to a more agile and resilient future.

Wall Street Journal Bestseller A thought-provoking, accessible, and essential exploration of why some leaders ("Diminishers") drain capability and intelligence from their teams, while others ("Multipliers") amplify it to produce better results. Including a foreword by Stephen R. Covey, as well the five key disciplines that turn smart leaders into genius makers, *Multipliers* is a must-read for everyone from first-time managers to world leaders.

Ethics in business is the most urgent problem facing America today. Now two of the best-selling authors of our time, Kenneth Blanchard and Norman Vincent Peale, join forces to meet this crisis head-on in this vitally important new book. *The Power of Ethical Management* proves you don't have to cheat to win. It shows today's managers how to bring integrity back to the workplace. It gives hard-hitting, practical, ethical strategies that build profits, productivity, and long-term success. From a straightforward three-step Ethics Check that helps you evaluate any action or decision, to the "Five P's" of ethical behavior that will clarify your purpose and your goals, *The Power of Ethical Management* gives you an immensely useful set of tools. These can be put to work right away to enhance the performance of your business and to enrich the quality of your life. *The Power of Ethical Management* is no theoretical treatise; Peale and Blanchard speak from their own enormous and unique experience. They reveal the nuts and bolts, practical strategies for ethical decisions that will show you why integrity pays. "So Vince Lombardi was wrong. Winning is not the only thing as headlines and hearings from Wall Street to Washington confirm. Now comes a better game plan from the powerful one-two punch of Ken Blanchard and Norman Vincent Peale in a quickreading new book, *The Power of Ethical Management*. Peale and Blanchard may be the best thing that has happened to business ethics since Mike Wallace invented 60 Minutes. -- JOHN MACK CARTIERDDEditor-in-ChiefDDGood Housekeeping/DIV

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Why can some organizations innovate time and again, while most cannot? You might think the key to innovation is attracting exceptional creative talent. Or making the right investments. Or breaking down organizational silos. All of these things may help—but there's only one way to ensure sustained innovation: you need to lead it—and with a special kind of leadership. *Collective Genius* shows you how. Preeminent leadership scholar Linda Hill, along with former Pixar tech wizard Greg Brandeau, MIT researcher Emily Truelove, and *Being the Boss* coauthor Kent Lineback, found among leaders a widely shared, and mistaken, assumption: that a “good” leader in all other respects would also be an effective leader of innovation. The truth is, leading innovation takes a distinctive kind of leadership, one that unleashes and harnesses the “collective genius” of the people in the organization. Using vivid stories of individual leaders at companies like Volkswagen, Google, eBay, and Pfizer, as well as nonprofits and international government agencies, the authors show how successful leaders of innovation don't create a vision and try to make innovation happen themselves. Rather, they create and sustain a culture where innovation is allowed to happen again and again—an environment where people are both willing and able to do the hard work that innovative problem solving requires. *Collective Genius* will not only inspire you; it will give you the concrete, practical guidance you need to build innovation into the fabric of your business.

The *Essential Bennis* brings together a collection of Warren Bennis's most memorable writings from an extraordinary career that spans more than fifty years.

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