



Sway: The Irresistible Pull of Irrational Behavior

By Ori Brafman, Rom Brafman

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Sway: The Irresistible Pull of Irrational Behavior By Ori Brafman, Rom Brafman

A fascinating journey into the hidden psychological influences that derail our decision-making, *Sway* will change the way you think about the way you think.

Why is it so difficult to sell a plummeting stock or end a doomed relationship? Why do we listen to advice just because it came from someone “important”? Why are we more likely to fall in love when there’s danger involved? In *Sway*, renowned organizational thinker Ori Brafman and his brother, psychologist Rom Brafman, answer all these questions and more.

Drawing on cutting-edge research from the fields of social psychology, behavioral economics, and organizational behavior, *Sway* reveals dynamic forces that influence every aspect of our personal and business lives, including loss aversion (our tendency to go to great lengths to avoid perceived losses), the diagnosis bias (our inability to reevaluate our initial diagnosis of a person or situation), and the “chameleon effect” (our tendency to take on characteristics that have been arbitrarily assigned to us).

Sway introduces us to the Harvard Business School professor who got his students to pay \$204 for a \$20 bill, the head of airline safety whose disregard for his years of training led to the transformation of an entire industry, and the football coach who turned conventional strategy on its head to lead his team to victory. We also learn the curse of the NBA draft, discover why interviews are a terrible way to gauge future job performance, and go inside a session with the Supreme Court to see how the world’s most powerful justices avoid the dangers of group dynamics.

Every once in a while, a book comes along that not only challenges our views of the world but changes the way we think. In *Sway*, Ori and Rom Brafman not only uncover rational explanations for a wide variety of irrational behaviors but also point readers toward ways to avoid succumbing to their pull.

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Editorial Review

From Publishers Weekly

Recently we have seen plenty of irrational behavior, whether in politics or the world of finance. What makes people act irrationally? In a timely but thin collection of anecdotes and empirical research, the Brafman brothers—Ari (*The Starfish and the Spire*), a business expert, and Rom, a psychologist—look at sway, the submerged mental drives that undermine rational action, from the desire to avoid loss to a failure to consider all the evidence or to perceive a person or situation beyond the initial impression and the reluctance to alter a plan that isn't working. To drive home their points, the authors use contemporary examples, such as the pivotal decisions of presidents Lyndon B. Johnson and George W. Bush, coach Steve Spurrier and his Gators football team, and a sudden apparent epidemic of bipolar disorder in children (which may be due more to flawed thinking by doctors making the diagnoses). The stories are revealing, but focused on a few common causes of irrational behavior, the book doesn't delve deeply into the psychological demons that can devastate a person's life and those around him. (June)

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Review

Praise for SWAY*

"A breathtaking book that will challenge your every thought, *Sway* hovers above the intersection of *Blink* and *Freakonomics*."--**Tom Rath, coauthor of the New York Times #1 bestseller *How Full Is Your Bucket?***

"Now we know why no one ever coined the phrase 'rational exuberance.' Behind the surprising ways we all make choices, the Brafmans find biology, humanity, and the wisdom of our collective experience. As a longtime student of how financial decisions are made, I found their insights utterly fascinating. Once I started reading, I couldn't stop—and I suspect the Brafmans could tell you exactly why!"

--Sallie Krawcheck, CEO, Citi Global Wealth Management

"Count me swayed--but in this instance by the pull of entirely rational forces. Ori and Rom Brafman have done a terrific job of illuminating deep-seated tendencies that skew our behavior in ways that can range from silly to deadly. We'd be fools not to learn what they have to teach us."--**Robert B. Cialdini, author of New York Times bestseller *Influence***

"Brilliant."

—Klaus Schwab, chairman of the World Economic Forum

"A page-turner of an investigation into how our minds work . . . and trick us. Think you behave rationally? Read this book first."--**Timothy Ferriss, author of the New York Times #1 bestseller *The 4-Hour Workweek***

"*Sway* helped me recognize an aspect of irrational behavior in my experimental work in physics. Sometimes I have jumped into some research that didn't feel quite right . . . but some irrational lure, such as the hope of quick success, pulled me in."--**Martin L. Perl, 1995 Nobel Laureate in Physics**

***DISCLAIMER: If you decide to buy this book because of these endorsements, you just got swayed. One of the psychological forces you'll read about in *Sway* is our tendency to place a higher value on opinions from people in positions of prominence, power, or authority.**

(But you should still buy the book.)

"If you think you know how you think, you'd better think again! Take this insightful, delightful trip to the sweet spot where economics, psychology, and sociology converge, and you'll discover how our all-too-human minds actually work."--Alan M. Webber, founding editor of *Fast Company* magazine

About the Author

Ori Brafman is coauthor of *The Starfish and the Spider* and is a renowned organizational expert who regularly speaks before Fortune 500, governmental, and military audiences. A graduate of Stanford Business School, he lives in San Francisco.

Rom Brafman holds a Ph.D. in psychology and has taught university courses in personality and personal growth. His current research interests focus on the dynamics of interpersonal relationships. He has a private practice in Palo Alto, California.

Users Review

From reader reviews:

Roger Ruelas:

The book *Sway: The Irresistible Pull of Irrational Behavior* give you a sense of feeling enjoy for your spare time. You can use to make your capable far more increase. Book can being your best friend when you getting anxiety or having big problem with your subject. If you can make looking at a book *Sway: The Irresistible Pull of Irrational Behavior* to be your habit, you can get much more advantages, like add your current capable, increase your knowledge about a number of or all subjects. It is possible to know everything if you like available and read a publication *Sway: The Irresistible Pull of Irrational Behavior*. Kinds of book are a lot of. It means that, science guide or encyclopedia or other folks. So , how do you think about this guide?

Bridget Carter:

This *Sway: The Irresistible Pull of Irrational Behavior* is great book for you because the content that is certainly full of information for you who have always deal with world and have to make decision every minute. This particular book reveal it data accurately using great plan word or we can say no rambling sentences inside. So if you are read the item hurriedly you can have whole info in it. Doesn't mean it only will give you straight forward sentences but difficult core information with attractive delivering sentences. Having *Sway: The Irresistible Pull of Irrational Behavior* in your hand like getting the world in your arm, information in it is not ridiculous 1. We can say that no book that offer you world within ten or fifteen moment right but this e-book already do that. So , this really is good reading book. Hi Mr. and Mrs. busy do you still doubt that?

Mavis Strain:

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Maribel Davenport:

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