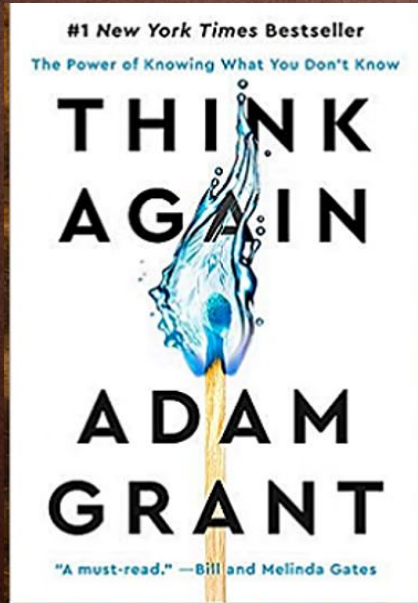


Book Presentation



Presented By
Cynthia Johnson
Michelle Newlands
Lindsay Severino



LAUNCHES
2/2/21

#THINKAGAIN - ADAMGRANT.NET

Think Again

This book is about the value of rethinking and encouraging the same ability in others.

BIG IDEA

Let go of knowledge and opinions that do not serve you and anchor in flexibility.



THINK AGAIN: Three Parts



The background of the slide is a close-up photograph of a wooden surface, likely a table or floor, composed of horizontal planks. The wood has a warm, golden-brown tone with visible grain patterns and some darker knots or imperfections. The lighting is slightly uneven, creating a sense of depth and texture.

Part 1

Individual Rethinking

Updating Our Own Views

Think Again

Imagine that you have just taken a multiple-choice test, and you start to second-guess one of your answers.

Should you stick with your first instinct or change it?



slido

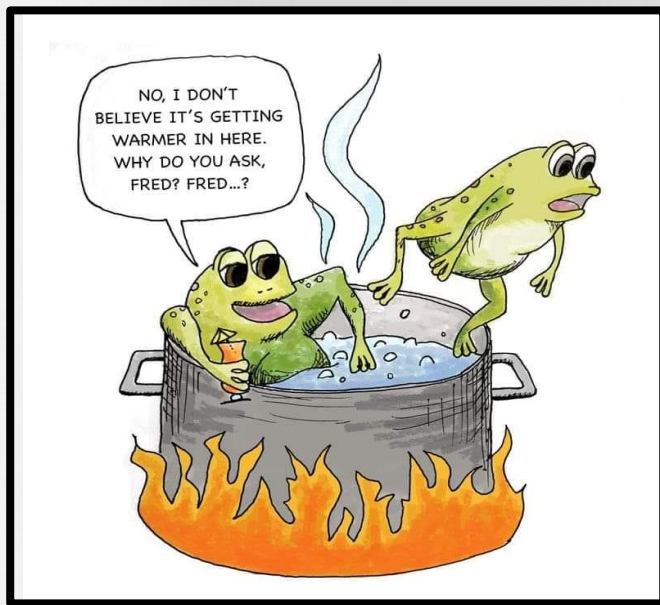


Should you stick with
your first instinct or
change it?



Click **Present with Slido** or install our [Chrome extension](#) to activate this poll while presenting

Think Again



If you drop a frog in a pot of scalding hot water, it will immediately leap out. However if you drop the frog in lukewarm water and gradually raise the temperature, the frog will die.

slido



Do you think the frog story
is true or false?



Click **Present with Slido** or install our [Chrome extension](#) to activate this
poll while presenting

Individual Rethinking: Updating Our Own Views

Chapter 1:
*A Preacher,
Prosecutor,
Politician and
Scientist*

Scientist

Chapter 2:
*The Armchair
Quarterback
and the
Imposter*

Imposter

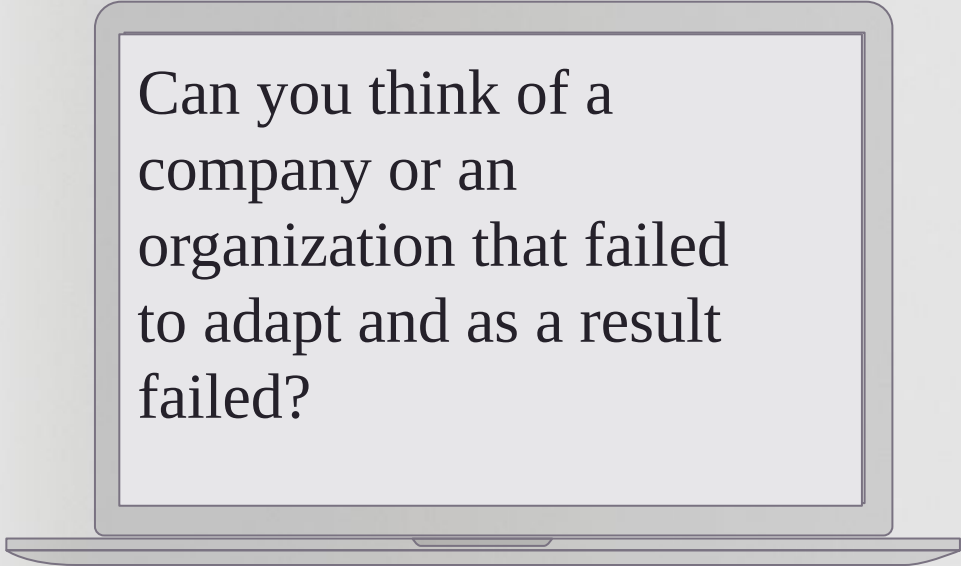
Chapter 3:
*The Joy of
Being Wrong*

Chapter 4:
*The Good
Fight Club*

Progress is impossible without change; and those who cannot change their minds cannot change anything.

George Bernard Shaw

Adapt or Die

A stylized illustration of a laptop computer. The laptop is light gray with a darker gray outline. The screen is white and contains the text 'Can you think of a company or an organization that failed to adapt and as a result failed?'. The laptop is positioned in the center of the page, below the title.

Can you think of a
company or an
organization that failed
to adapt and as a result
failed?

Sears

Adapt or Die

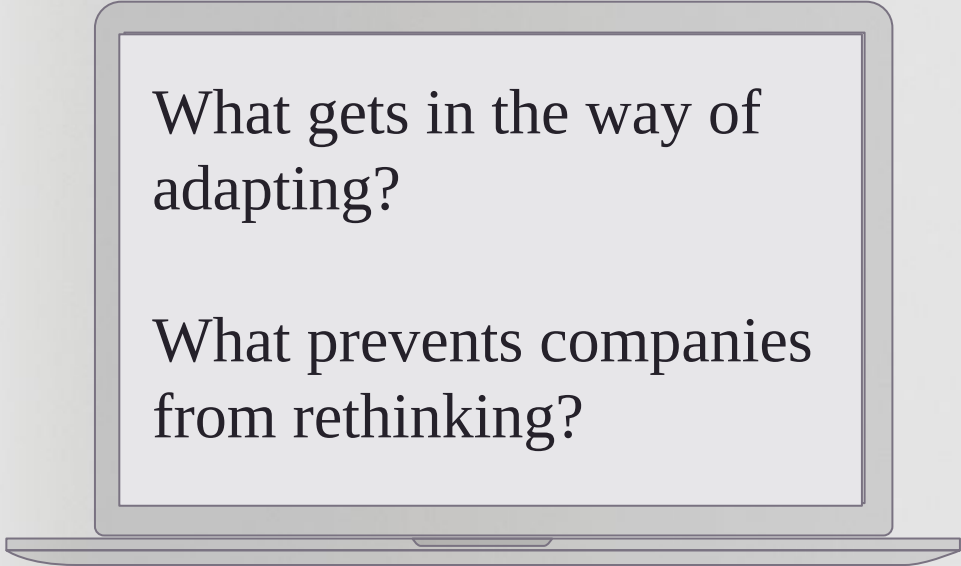
ToysRUs

BlackBerry

BLOCKBUSTER



Rethink!

A stylized illustration of a laptop screen. The screen is light gray with a thin black border. Inside the screen, there are two lines of text in a black serif font. The first line is "What gets in the way of adapting?" and the second line is "What prevents companies from rethinking?".

What gets in the way of
adapting?

What prevents companies
from rethinking?

TOOLS WE CLING TO



Assumptions



Instincts



Habits



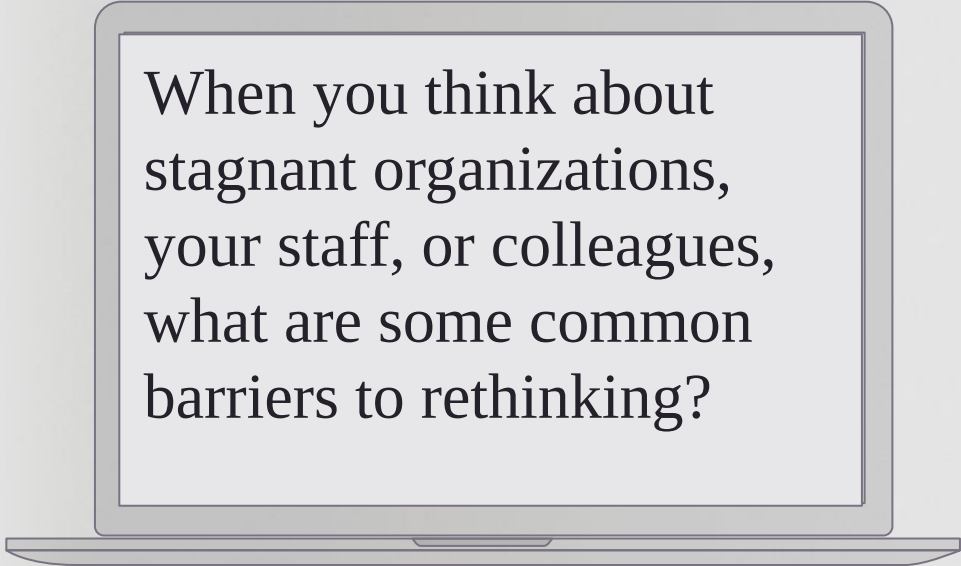
Having an open mind

Rethink!

In your leadership practice or personal life, how are you like one of the giants that failed?

How often do you question your actions or rethink your beliefs?

Rethink!

A stylized illustration of a laptop computer. The screen is white and contains the text 'When you think about stagnant organizations, your staff, or colleagues, what are some common barriers to rethinking?'. The laptop has a grey bezel and a dark base.

When you think about stagnant organizations, your staff, or colleagues, what are some common barriers to rethinking?

slido

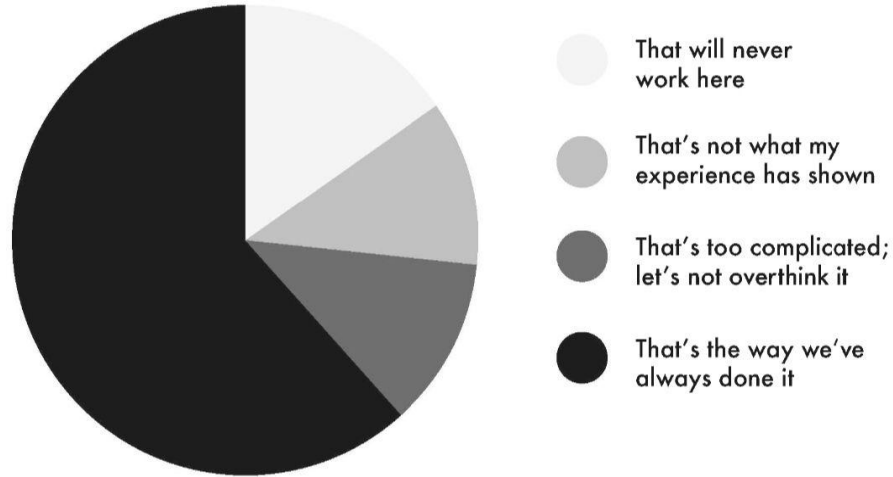


When you think about stagnant organizations, your staff, or colleagues, what do you think is a barrier to rethinking?



Click **Present with Slido** or install our [Chrome extension](#) to activate this poll while presenting

THE MOST ANNOYING THINGS PEOPLE SAY INSTEAD OF RETHINKING



Three Mindsets



In **prosecutor mode**, we identify and criticize the flaws in other people's reasoning. We dismantle their arguments, and seek to build our own case. In this mode, we tend to question motives, uncover biases or find the weakest points in an opposing position.

THE PROSECUTOR

THE POLITICIAN



In **politician mode**, we use rhetoric to influence our audience. We take strategic positions to ally ourselves with a cause, in order to win favor and approval. Our primary motivation in politician mode is to gain votes and support, regardless of the validity of our stance.



In **preacher mode**, we defend our sacred beliefs with sermons and attempt to convert others to our way of thinking. When confronted with challenges, we might appeal to authority or history. In this mode, we rarely preach for the beliefs and ideas of others.

THE PREACHER

THE SCIENTIST

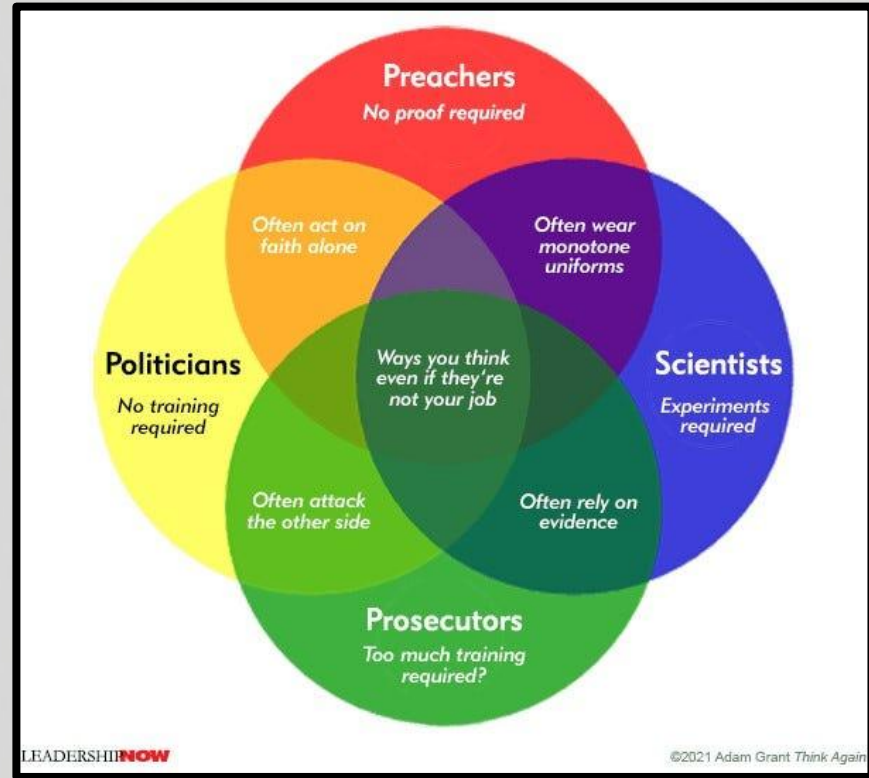


In **scientist mode**, we are on a constant search for truth. We aren't afraid to update our beliefs when we encounter new evidence. In scientist mode, we are aware that there are limits to our understanding, and we are doubtful even of our most deeply cherished beliefs. We run experiments to test hypotheses, and discover more knowledge about how the world works.

In a 2017 study, scientific-minded entrepreneurs in Italy brought in **forty times more revenue** than the control group.

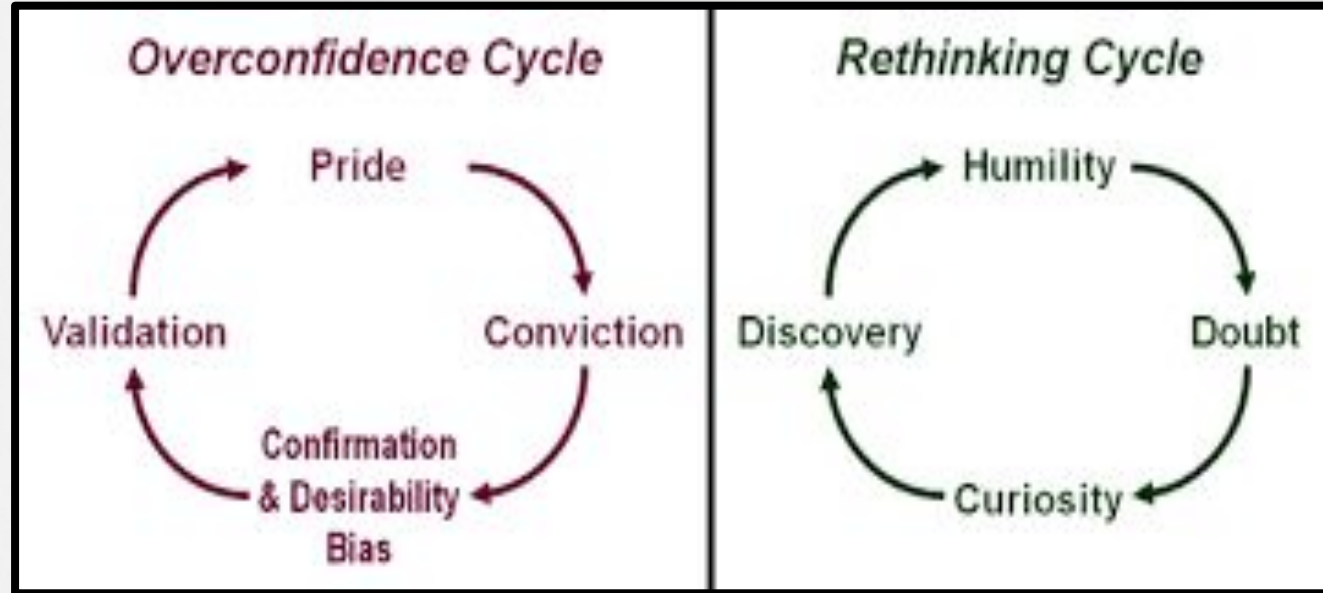
Scientists routinely engage in rethinking.

Thinking like a scientist is accessible to all of us. It is a mindset that we can use to rethink, lead with questions, engage with an open minded, and revise our views based on what we learn.



Knowledge = Power

Knowing what we don't know = Wisdom



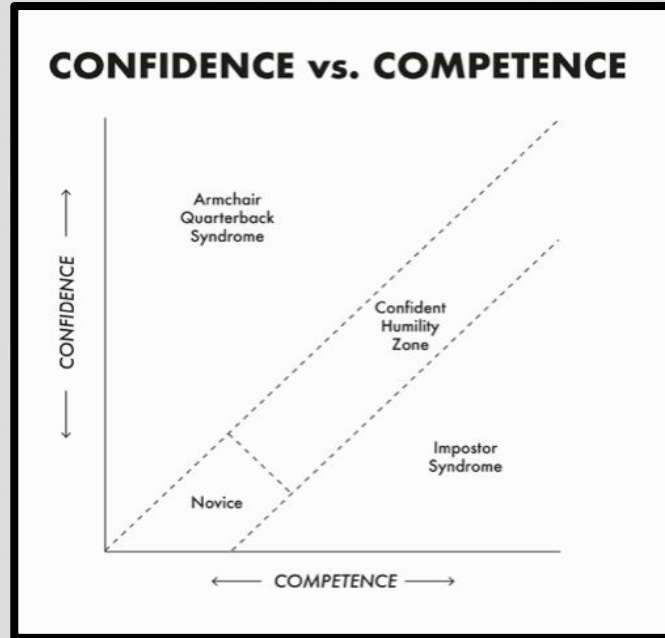
What Killed BlackBerry?



In theory confidence and competence go hand in hand.

In practice they diverge.

The right balance of confidence and competence is where we perform the best and where you want to be as a leader.



Confidence vs. Competence

In groups, we make the mistake of listening to the people who command the most airtime, instead of the ones who have the most expertise.

One more time: we need to stop mistaking confidence for competence.

Adam Grant

Armchair Quarterback Syndrome

Where confidence exceeds competence that is the armchair quarterback syndrome.



Imposter Syndrome

Where competence exceeds confidence that is the imposter syndrome

Women underestimate their skills while men overestimate their skills.

INTERNATIONAL CONFERENCE
FOR RESEARCH INTO
IMPOSTER SYNDROME
KEYNOTE ADDRESS.



Big IDEA!

Benefits of Imposter Syndrome

1. Motivates us to work harder (confidence can make us complacent).
2. Motivates us to work smarter (we rethink we have a beginner's mindset leading us to question assumptions).
3. We become better learners because we have doubts about our skills.



Pivot or Perish

Can you think of a company or an organization that made a brilliant pivot and turned themselves around?



Companies that Innovate





Don't
be afraid
of being
wrong





x People who are right a lot, listen a lot,
and people who are right a lot, also
change their mind a lot.
– Jeff Bezos

THOUGHTS

KNOWLEDGE

CULTURE



UPBRINGING

SCIENCE

PERSONAL EXPERIENCE

POLITICS

ENVIRONMENT

EDUCATION

CONVICTIONS

FACTS

INTUITION

FEELINGS

ASSUMPTIONS

RELIGION

OBSERVATIONS

EXPERTISE

VALUES AND BELIEFS

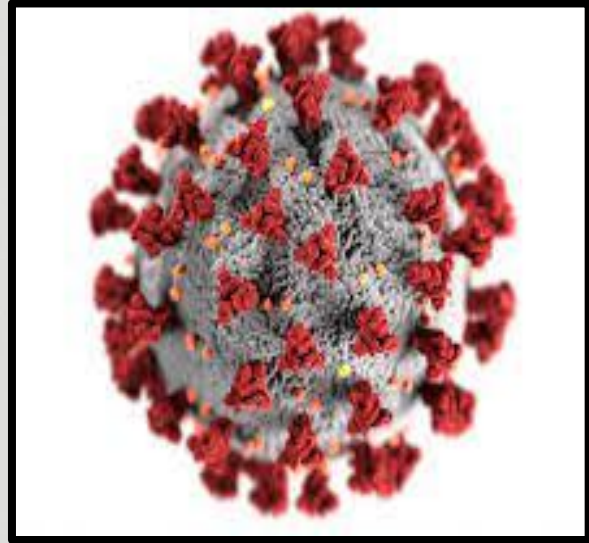
Values not Beliefs

Who you are should be a question of what you value not what you believe.

Values are your core principles in life.

Corona Virus

Before Covid-19 what are some of the things you believed that you no longer believe?



Conflict is good in a negotiation process...it is the clash of two ideas, which then all being well, produces a third idea.

Luke Roberts

Task vs Relationship Conflict

■ Task (constructive) conflict

Parties focus on the issue, respect people with other points of view

■ Try to understand logic/assumptions of each position

■ Relationship conflict

Focus on personal characteristics (not issues) as the source of conflict

■ Try to undermine each other's worth/competence

■ Accompanied by strong negative emotions

Task Conflict



Task conflict can actually be good for performance. It is linked to higher levels of creativity and smarter choices.



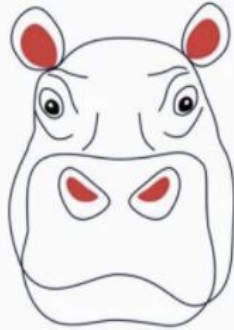
Big IDEA!



Framing a dispute as a debate rather than as a disagreement signals that you're receptive to considering dissenting opinions and changing your mind, which in turn motivates the other person to share more information with you. A disagreement feels personal, however a debate is about ideas not emotions (p. 91).



The dangerous animals of product management



HIPPO

Highest Paid Person's
Opinion



WOLF

Working on Latest Fire



RHINO

Really Here in Name Only



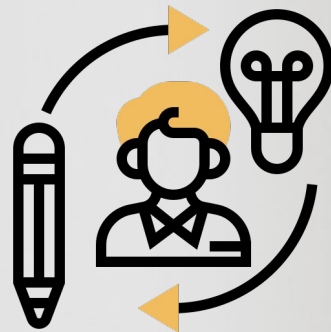
ZEBRA

Zero Evidence But
Really Arrogant

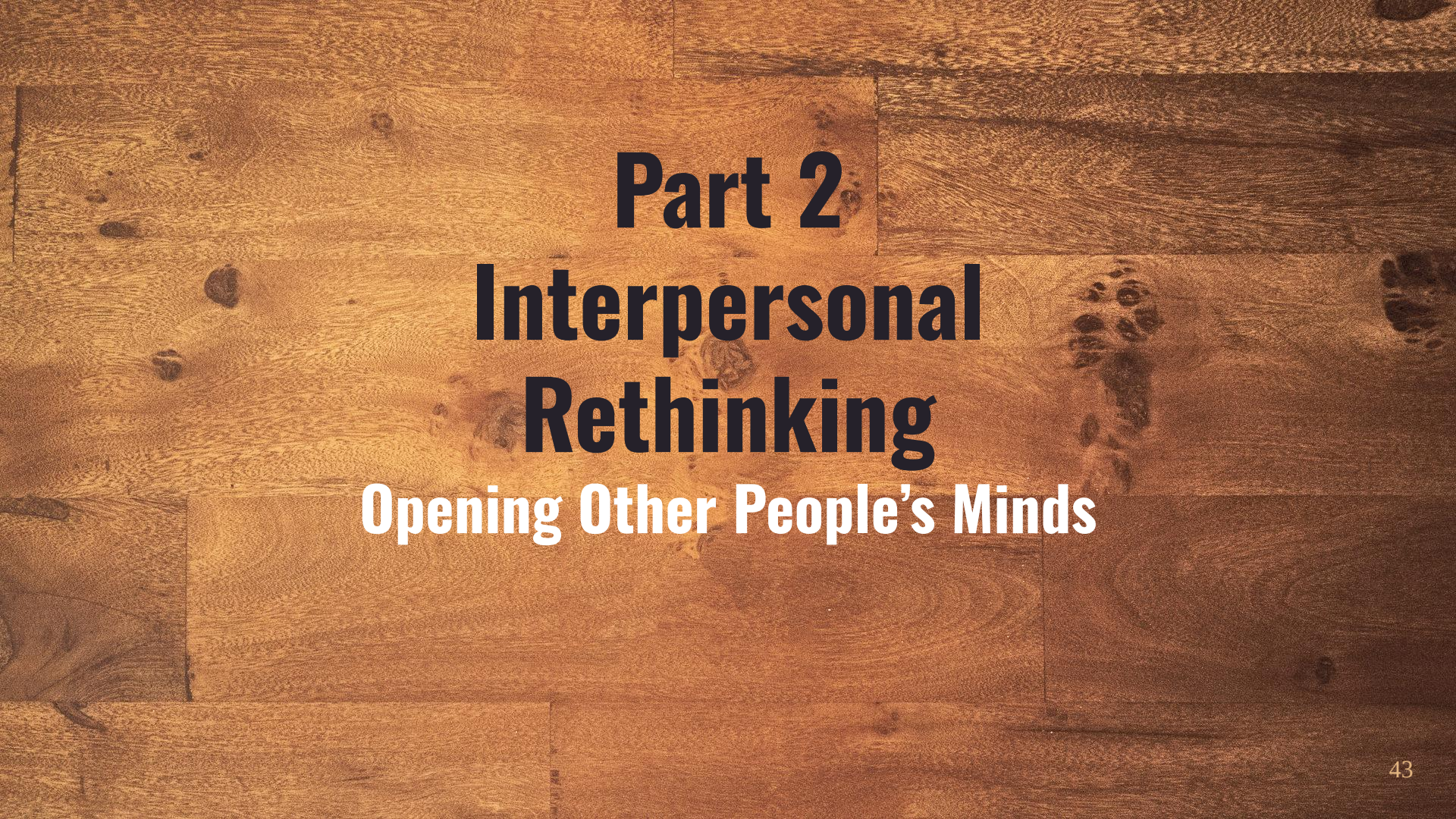


Call to Action

*Rethinking depends on a different kind of network: a challenge network, a group of people we trust to point out our blind spots and help us overcome our weaknesses. Their role is to activate rethinking cycles by pushing us to **be humble about our expertise, doubt our knowledge, and be curious about new perspectives.***





The background of the slide is a close-up photograph of a wooden surface, likely a table or floor, composed of horizontal planks. The wood has a warm, golden-brown tone with visible grain patterns and several dark, circular knots. The lighting is slightly uneven, creating a sense of depth and texture.

Part 2

Interpersonal Rethinking

Opening Other People's Minds

Think Again

Dances with Foes Chapter 5

The Science of the Deal

- ◆ A good debate is not a war.
- ◆ It's more like a dance that hasn't been choreographed, negotiated with a partner who has a different set of steps in mind.
- ◆ In a negotiation, agreeing with someone else's argument is disarming.



his Photo by Unknown Author is licensed under CC BY-SA

Dancing to the Same Beat

Chapter 5

- ◆ We won't have much luck changing other people's mind if we refuse to change our own.
- ◆ Convincing other people to think again isn't just about making a good argument-it's about establishing that we have the right motives in doing so.
- ◆ Being reasonable literally means that we're open to evolving our views in light of logic and data.



Don't Step on their Toes

Chapter 5

Making too many points could come at a cost of developing, elaborating, and reinforcing the best ones.



Don't Step on their Toes

Chapter 5

— Sometimes preaching and prosecuting can make us more persuasive. —

◆ The effectiveness of these approaches hinge on three key factors:

How much people care about the issue.

How open they are to our argument.

How strong-willed they are in general



Think Again

Bad Blood on the Diamond Chapter 6

Hate Me Out to the Ball Game

- ◆ The stronger your attitudes become, the less likely you are to rethink them.
- ◆ When people hold prejudice toward a rival group, they're often willing to do whatever it takes to elevate their own group and undermine their rivals – even if means doing harm or doing wrong.



Reggie Jackson, in full **Reginald Martinez Jackson**, byname **Mr. October**, (born May 18, 1946, Wyncote, Pennsylvania, U.S.), American professional baseball player whose outstanding performance in World Series games earned him the nickname “Mr. October.”



dreamstime.com

ID 171801006 / AdobeStock

Hypothesis 1: Not in a League of their Own

Chapter 6

When you get to see an overview of Earth from outer space, you realize you share a common identity with all human beings.





Hypothesis 2: Feeling Our Foes

Chapter 6

When we meet group members who defy a stereotype, our first instinct isn't to see them as exemplars and rethink the stereotype. It's to see them as exceptions and cling to our existing beliefs.





Hypothesis 3: Beasts of Habit

Chapter 6

I got to know an unusually kind woman in her seventies who works with Holocaust survivors. When she told me that she went to Ohio States, my first response was “yuck.” My next reaction was to be disgusted with myself.

Who cares where she went to school half a century ago? How did I get programmed this way?



Vaccine Whisperers and Mild-Mannered Interrogators

Chapter 7

Vaccine Whisperer

A local doctor with a radical approach for helping parents rethink their resistance to vaccines.



Think Again

Vaccine Whisperers and Mild-Mannered Interrogators Chapter 7

Motivational Interviewing

The central premise is that we can rarely motivate someone else to change. We are better off helping them find their own motivation to change.

Motivational interviewing starts with an attitude of humility, and curiosity. The goal isn't to tell people what to do; it's to help them break out of overconfidence cycles and see new possibilities.

Motivational Interviewing

It's not hard to grasp how motivational interviewing can be effective for consultants' doctors, therapists, teachers, and coaches.



When people have sought out our assistance—or accepted that it's our job to help—we're in a position to earn their trust.

The Art of Influential Listening

Chapter 7

Listening

Listening is more than a matter of talking less. It's a set of skills in asking and responding. It starts with showing more interest in other people's interest rather than trying to judge their status or prove our own.

When we are trying to get people to change, that can be a difficult task. Even if we have the best intentions, we can slip into the mode of a preacher perched on a point, a prosecutor making a closing argument, or a politician giving a stump speech.



Listening

The power of listening doesn't lie just in giving people the space to reflect on their views. It's a display of respect and an expression of care.

The benefits of listening aren't limited to one-on-one interactions—they can also emerge in groups. If we can convince a mother to vaccinate her children—or a warlord to consider peace talks—it's easy to conclude that the ends justify whatever means are necessary.



Niagara University Standard 3

Program completers cooperatively, comprehensively, and effectively manage the people, resources, and ideas of their organizational context, while embracing flexibility and adaptability.



Part 3

Collective Rethinking

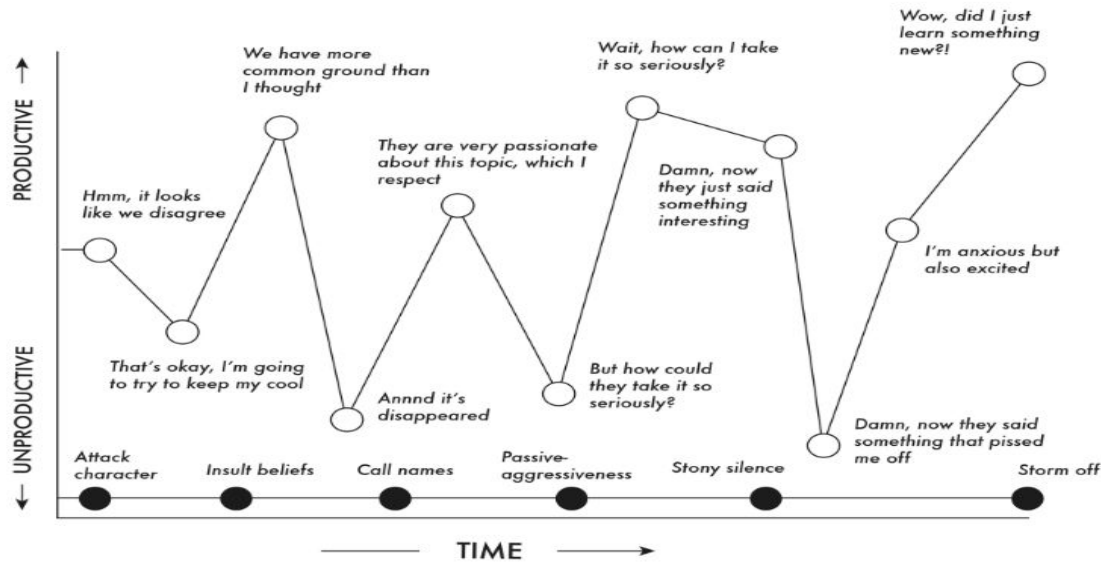
Creating Communities of Lifelong Learners:

**Applying Rethinking to Different Parts of our
Life, so that We Can Keep Learning at Every
Stage of our Life**



Chapter 8: Charged Conversations

PRODUCTIVE vs. UNPRODUCTIVE CONVERSATION



Difficult Conversations Lab - Columbia University

Peter T. Coleman

Is the psychologist who has been running the Difficult Conversations Lab for over 20 years by bringing people together to talk about polarizing issues including abortion and gun control laws.

Discussions

Visitors are paired with a stranger who strongly disagrees with their stance on a specific topic. Pairs are given 20 minutes to have a conversation. If pairs decide they can ultimately agree on their stance, a joint statement is written and published.

Article Influence

Before the discussion, Peter gives the pair an article to read on a different controversial issue. 46% of pairs who are presented with a “both-sides” article are likely to come to a consensus. Articles that reflected numerous varied viewpoints saw 100% of pairs come to an agreement.

Charged Conversations - Confirmation Bias

Psychologists find that people will **ignore** or even **deny** the existence of a problem if they are not fond of the solution.

Liberals were more dismissive of the issue of intruder violence when they read an article that strict gun control laws could make it difficult for homeowners to defend themselves.

Conservatives were more receptive to climate science when they read about a green tech policy proposal than about an emissions restriction proposal.

Chapter 8: Considering Both Sides

If you find yourself saying _____ is always good, or _____ is always bad, you may be a member of an **idea cult**. Appreciating complexity reminds us that no behavior is always effective and that all cures have unintended consequences.

In polarized discussions, a common piece of advice is to take the other side's perspective. Putting ourselves in another person's shoes allows us to walk with them, but it's not that simple.

Chapter 9: Rewriting the Textbook:

Teaching students to question knowledge

- ★ Even if you are not employed as a teacher, you probably have roles in which you spend time educating others - whether as parents, mentors, friends, or colleagues
- ★ With so much emphasis on knowledge, many teachers don't do enough to encourage students to question themselves, one another, or what they learn.



Teaching Kids to Think Like Fact-Checkers:

Guideline #1

Interrogate information instead of simply consuming it.

Guideline #2

Reject “rank” and “popularity” as a proxy for reliability.

Guideline #3

Understand that the sender of information is often not its source.

BEWARE OF COVID-19 FAKE NEWS



TIPS FOR FINDING REAL NEWS

- Look for trusted sources
- Check the article's date
- Check the author and their past works
- Read the entire article
- Check for satire
- See if the article was posted by multiple sources
- Use fact-checkers

GOOD COVID-19 SOURCES

- The Centers for Disease Control and Prevention (CDC)
- The World Health Organization (WHO)
- The European Commission
- The Ramstein Air Base COVID-19 website



Rethinking; Rewriting

Achieving excellence in school often requires mastering old ways of thinking. Building an influential career demands new ways of thinking. In a classic study of highly accomplished architects, the most creative ones graduated with a B average. Their straight-A counterparts were so determined to be right that they often failed to take the risk of rethinking the norms of what they had learned.

Chapter 10: That's Not the Way We've Always Done It

Building Cultures of Learning At Work

Rethinking is more likely to happen in a learning culture, where growth is the core value and rethinking cycles are routine. In learning cultures, the norm is for people to know what they don't know, doubt their existing practices, and stay curious about new routines to try. Evidence shows that in learning cultures, organizations innovate more and make fewer mistakes.

Tradition

(n.)

Peer pressure from dead people.

Chapter 10: That's Not the Way We've Always Done It

In Performance Cultures, the emphasis on **results** often undermines **psychological safety**. When we see people get punished for failures and mistakes, we become worried about proving our competence and protecting our careers.

PSYCHOLOGICAL SAFETY

WHEN YOU HAVE IT	WHEN YOU DON'T
<i>See mistakes as opportunities to learn</i>	<i>See mistakes as threats to your career</i>
<i>Willing to take risks and fail</i>	<i>Unwilling to rock the boat</i>
<i>Speaking your mind in meetings</i>	<i>Keeping your ideas to yourself</i>
<i>Openly sharing your struggles</i>	<i>Only touting your strengths</i>
<i>Trust in your teammates and supervisors</i>	<i>Fear of your teammates and supervisors</i>
<i>Sticking your neck out</i>	<i>Having your head chopped off</i>

Chapter 10: That's Not the Way We've Always Done It



But, mindsets aren't enough to transform a culture. Although psychological safety erases the fear of challenging authority, it doesn't necessarily motivate people to question authority in the first place. To build a **learning culture**, we also need to create a specific kind of **accountability**- one that leads people to **think again** about the best practices in their workplace.

Chapter 10: That's Not The Way We've Always Done It

Building Cultures of Learning At Work

THE RETHINKING SCORECARD

		Decision Outcome	
		POSITIVE	NEGATIVE
Decision Process	SHALLOW	Luck	Failure
	DEEP	Improvement	Experiment

In learning cultures, people don't stop keeping score. They expand the scoreboard to consider processes as well as outcomes. If the result was negative, but you evaluated the decision thoroughly, you've run a smart experiment. The goal in a learning culture is to welcome these kinds of experiments, to make rethinking so familiar that it becomes routine. We can't run experiments in the past; we can only imagine the counterfactual in the present.

It's a mistake to follow traditions because the status quo is familiar. We're better off questioning whether past routines are serving us well in the present and guiding us toward a better future.

Part 4

Conclusion

Chapter 11: Escaping Tunnel Vision

And Epilogue

Chapter 11: Escaping Tunnel Vision:

Rethinking Our Best-Laid Career and Life Plans

SHOULD YOU ASK "WHAT DO YOU WANT TO BE WHEN YOU GROW UP?"



We all have notions of who we want to be and how we hope to lead our lives. From an early age, we develop ideas about where we'll live, which school we will attend, our career, who we'll marry, etc. These images can inspire us to set bolder goals and guide us toward a path to achieve them. The danger of these plans is that they can give us **tunnel vision**, blinding us to alternative possibilities. We don't know how time and circumstances will change what we want, and locking our life GPS onto a single target can give us the right directions to the wrong destination. Even if kids get excited about a realistic career path, what they thought was their dream job may turn out to be a nightmare. Kids might be better off learning about careers as actions to take rather than identities to claim.

Identity Foreclosure

Rethinking Our Best-Laid Career and Life Plans

We **foreclose** on all kinds of life plans. Once you've committed to a plan, it becomes part of your identity, making it difficult to de-escalate. For example, declaring an English major because you love to read, only to discover that you don't enjoy the process of writing.

Identity foreclosure can stop us from evolving. In some ways, identity foreclosure is the opposite of an identity crisis: instead of accepting uncertainty about who we are want to become, we develop compensatory conviction and plunge head first into a career path. Students who are the most certain about their career paths at twenty are often the ones with the deepest regrets by thirty. **They haven't done enough rethinking along the way.**

A TYPICAL WORKWEEK AFTER IDENTITY FORECLOSURE

MON.	TUES.	WED.	THURS.	FRI.
				
				
				
				
				



Write emails, answer phone calls, go to meetings, do work

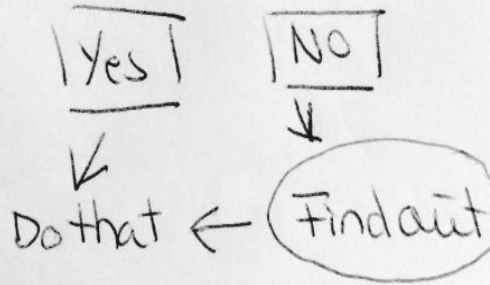


Existential crisis about why you ever chose this career in the first place

Pursuit of Meaning & Purpose Over Happiness

Rethinking Our Best-Laid Career and Life Plans

Existential therapy
Do you know what
makes you happy?



Psychologists find that the more people value happiness, the less happy they often become with their lives. There's even evidence that placing a great deal of importance on happiness is a risk factor for depression. One possibility is that when we search for happiness, we get too busy evaluating life to actually experience it. Instead of savoring our moments of joy, we ask why our lives aren't more joyful. This theory is consistent with data suggesting that **meaning is healthier than happiness**, and that people who look for **purpose** in their work are more successful in pursuing their passions - and less likely to quit their jobs - than those who look for joy. While happiness and enjoyment come and go, meaning and purpose tend to last.

Thank you!

Works Cited:

- ◆ Grant, A. (2021). *Think again: The power of knowing what you don't know*. Viking.