

# THINK AGAIN

## The Power of Knowing What You Don't Know

**ADAM GRANT**

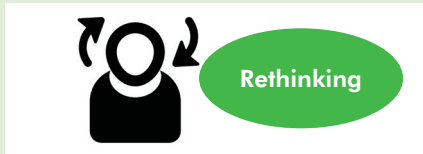
**ADAM GRANT** is an organizational psychologist. He currently serves as professor of management and psychology at The Wharton School. He is also a contributing op-ed writer for *The New York Times*, a popular keynote speaker, and host of the TED podcast *WorkLife*. *Fortune* named Adam Grant as one of the world's most influential management thinkers. He has written or co-written three New York Times bestsellers, *Originals*, *Give and Take*, and *Option B*. Adam Grant has consulted with numerous companies including Google, Facebook, the NBA, the Gates Foundation, the U.S. Army, and the U.S. Navy. He formerly worked as an advertising director, and was a junior Olympic springboard diver. He is a graduate of the University of Michigan and Harvard University.

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**MAIN IDEA**

Humans have a tendency to suffer from "tunnel vision" – we assume the first idea that comes to mind will be correct, thanks to our natural intelligence. However, in a turbulent world, having the ability to unlearn and rethink is in fact far more powerful. Rethinking is the business superpower of the 21st century.



Specifically, rethinking needs to happen in three key domains:

**1. Personal**

You need to learn how to open your mind up to new and diverse sources of ideas. If you can become better at personal or individual rethinking, it will serve you well over the course of your career.

**2. Interpersonal**

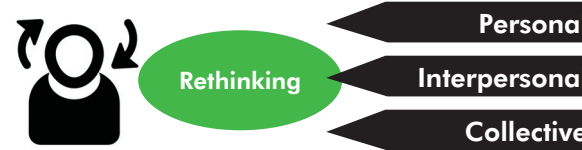
If you can encourage the people closest to you to think again more frequently, that will result in better and richer relationships.

**3. Collective**

If you can create a community of lifetime learners at your workplace and in your other social interactions, that can lead to some impressive steps forward.

*"This is an invitation to let go of knowledge and opinions that are no longer serving you well, and to anchor your sense of self in flexibility rather than consistency. If you can master the art of rethinking, I believe you'll be better positioned for success at work and happiness in life. Thinking again can help you generate new solutions to old problems and revisit old solutions to new problems. It's a path to learning more from the people around you and living with fewer regrets. A hallmark of wisdom is knowing when it's time to abandon some of your most treasured tools—and some of the most cherished parts of your identity."*

– Adam Grant



**1. Personal rethinking** . . . . . Pages 2 - 3

To be able to rethink effectively, you first have to open your mind to other possibilities. This is harder than you might assume. Three suggestions are:

- 1 **Develop the habit of rethinking**
- 2 **Always calibrate your confidence levels**
- 3 **Actively invite others to question your ideas**

**2. Interpersonal rethinking** . . . . . Pages 4 - 5

Encouraging the people close to you to rethink their assumptions is tricky, but necessary. To achieve that, two good ideas are:

- 4 **Teach everyone how to ask better questions**
- 5 **View disagreements as dances, not duels**

**3. Collective rethinking** . . . . . Pages 6 - 8

Belonging to a group that celebrates and practices rethinking is great. You should do all you can to turn all your groups into communities of lifelong learners. To pull that off, the ideas you should try include:

- 6 **Try and have more nuanced conversations**
- 7 **Encourage your kids to be active rethinkers**
- 8 **Create learning organizations everywhere**
- 9 **Always be open to rethinking your beliefs**