

SUMMARY

THE **60**
minutes
SUMMARY

THINK AGAIN

The Power of Knowing
What You Don't Know

BY ADAM GRANT

SELF-HELP



THINK AGAIN

THE POWER OF KNOWING WHAT YOU DON'T
KNOW - BY ADAM GRANT

SUMMARY



TABLE OF CONTENTS

Introduction

1. How not to be biased

SUMMARY OF CHAPTER 1:

2. How to gain confident humility

SUMMARY OF CHAPTER 2:

3. How to accept your mistakes

SUMMARY OF CHAPTER 3:

4. How to resolve your conflicts

SUMMARY OF CHAPTER 4:

5. How to convince people

SUMMARY OF CHAPTER 5:

6. How to break stereotypes

SUMMARY OF CHAPTER 6:

7. How to motivate people to change

SUMMARY OF CHAPTER 7:

8. How to create empathy with other people

SUMMARY OF CHAPTER 8:

9. How to spark interest and stimulate curiosity

SUMMARY OF CHAPTER 9:

10. How to build a healthy work environment

SUMMARY OF CHAPTER 10:

11. How to reach your goals with confidence

SUMMARY OF CHAPTER 11:

Conclusion

Congratulations

THE 60 MINUTES SUMMARY COPYRIGHT©

This document is geared towards providing exact and reliable information in regards to the topic and issue covered. The publication is sold with the idea that the publisher is not required to render accounting, officially permitted or otherwise, qualified services.

If advice is necessary, legal or professional, a practiced individual in the profession should be ordered. From a Declaration of Principles which was accepted and approved by a Committee of the American Bar Association and a Committee of Publishers and Associations.

In no way it is legal to reproduce, duplicate or transmit any part of this document either in electronic means or in printed format. Recording of this publication is strictly prohibited and any storage of this document is not allowed unless with written permission from the publisher.

All rights are reserved. The information provided here is stated to be truthful and consistent, in that any liability, in terms of inattention or otherwise, by any usage or abuse of any policies, processes or directions contained within is the solitary and utter responsibility of the recipient reader. Under no circumstances will any legal responsibility or blame be held against the publisher for any reparation, damages or monetary loss due to the information herein, either directly or indirectly.

Respective authors own all copyrights not held by the publisher. The information herein is offered for informational purposes solely and is universal as so. The presentation of the information is without contract or any type of guarantee assurance.

The trademarks that are used are without any consent and the publication of the trademark is without permission or backing by the trademark owner. All trademarks and brands within this book are for clarifying purposes only and are owned by the owners themselves, not affiliated with this document.

Disclaimer/Terms of Use

Product names, logos, brands and other trademarks featured or referred to in this publication are property of their respective trademark holders and are not affiliated with The 60 Minutes Summary. The publisher and author make no representations or warranties with respect to the accuracy and completeness of these contents and disclaim all warranties such as warranties of fitness for a particular purpose.

This guide is unofficial and unauthorized. It is not authorized, approved, licensed or endorsed by the original book's author or publisher and any of their licensees or affiliates.

INTRODUCTION

In *Think Again: The Power of Knowing What You Don't Know*, you will learn the art of unlearning, thinking and rethinking from psychologist Adam Grant who has dedicated his life's work to the cause of thinking again. From questioning your biases to shifting your perspective, from giving up self-doubt to embracing your truth and from committing to a cause to moving on to the next one, you will learn all the social, psychological and socio-psychological aspects of your mind that make you take decisions about your career and life.

Think Again is divided into three main parts. The first part of the book, deals with how our brain functions to create, recreate and change ideas, beliefs and opinions. It especially focuses on the concept of challenging one's ideas and rethinking one's thoughts.

The second part talks about interpersonal rethinking. Interpersonal rethinking considers all the socio-behavioral aspects of a setting in which more than one individuals interact with each other. In this part, you will learn about negotiating with a counterpart, convincing them to follow your lead and if need be, giving up on your position for collective benefit.

The last part, finally, talks about collective rethinking. The major focus of this part is to decipher how we can make a better society that is open to

think and rethink solutions to its modern thought-related problems.

In *How Not To Be Biased*, you will learn to take that first step, apply that genius idea and reign the world. It will show you how your mind plays different roles in different situations. But most importantly, you will learn the value of rethinking.

In *How to Gain Confident Humility*, you will find out about four kinds of people: Certain meek, ignorant arrogant, debilitating doubtful and confident humbles. You will see how it is better to be confident humble than to be an arrogant snob. You will also learn to separate ideas from the person and ways to open yourself up for new perspectives.

How To Accept Your Mistakes talks about embracing your mistakes and learn from them. You will learn that people who are thrilled by knowing that they are not always right are more likely to be highly successful.

How To Resolve Your Conflicts sheds light on how conflicts are brewed and eventually resolved. Task conflict is all about the conflict of ideas and opinions. You will learn the difference between task-oriented conflict and relational conflict. Not only that, but you will also learn to resolve your conflicts beforehand so that they do not affect your outcome.

In *How To Convince People*, you will learn to negotiate effectively. Planning a few steps ahead of the counter always helps you build a ground for yourself to play. This chapter will show you how you can make your opponent dance on the beat you set for them.

In *How To Break Stereotypes* , you will learn to acknowledge new perspectives, ideas and opinions. Throughout the chapter, you will go through ways that will help you question the stereotypes you have built based on your limited experiences and prejudices. You will help yourself to break away from these stereotypes.

How to Motivate People to Change will teach you ways to crack into the stubborn heads of people who have decided not to listen to you. Motivational interviews, instead of forcing your subject to listen to you, helps them find their motivation to do something you want them to do.

How To Create Empathy With Other People covers the step-by-step process to persuade people to look into multiple dimensions of an issue to shed their biases. Moreover, it will show you ways to build bridges among different people and communities and unite them in achieving common goals.

In *How to Spark Interest And Stimulate Curiosity* , you will learn about the social need to revolutionize the education system. You will not only learn to assess and question new information, but you will also learn to spark interest in the young individuals around you.

In *How to Build a Healthy Work Environment* you will learn to create a healthy environment for your employees in which they feel comfortable to share their ideas and opinions without any fear.

Lastly, *How To Reach Your Goals With Confidence* discusses the human nature of running after goals that exhaust them for life. This chapter will encourage you to take that risk and transition into a career with confidence. You will also learn about the escalation of commitment and how you can avoid that when you still have time.

Are you ready to open your mind towards new horizons?

The 60 Minutes Summary team

ONE

HOW NOT TO BE BIASED

Mike Lazaridis was a genius. Since the age of four, he had decided to dedicate his life to anything and everything electronics. A breakthrough came in his life when he won Oscar and Emmy for a device he made to read the barcodes on films which revolutionized the film industry. But there was more to his name: Blackberry. A phone that kept secrets without the burden of carrying any wires.

By 2009, almost half of the mobile phone users in the USA had Blackberry which meant Mike's company and products were thriving.

However, by 2014, Blackberry plunged into deep waters owning a share of merely 1% in the mobile market. So, what really happened?

Blackberry lost interest in innovation, adaptation and thinking with the new world new decade brought. But above all, Blackberry lost the smartphone game because of its lack of will to rethink.

Rethinking is equally important as thinking is. While thinking makes you take that first step, apply that genius idea and reign the world, rethinking makes you challenge your old thoughts. It makes you move on, adapt, take risks and win again. But the best thing rethinking does is that it makes your success sustainable.

But here is one problem. As we continue to think, rethink and rethink that rethought thought again, we are creating wider and wider knowledge in the form of information. We are continuously challenging our old ways. Old ways now mean last year, last month, last week and even yesterday.

Thirty years ago, Pluto was a healthy, revolving planet for all the kids of the old 90s. And now, astronomy is different, math is more advanced, literature has expanded and we find ourselves in a plethora of new and ever-evolving knowledge. So it begs the question: How do we process it all?

Preachers, Prosecutors and Politician

Almost two decades ago, Phil Tetlock devised a scheme to explain how we process information and act upon it. According to him, the human mind switches among three kinds of roles: preacher, prosecutor and politician.

When you want to defend your ideas and values you have worked on to adopt since your childhood, you switch into your preacher mode. Your preacher's mind makes you promote and defend your values.

But when we want to detect flaws in another person's reasoning, we take the identity of a prosecutor: a suspicious, ever-questioning, skeptical mind.

Similarly, when we need to get approval from our audience or seek their attention, we play the role of a politician.

But here is the problem. We internalize all of these modes so much to defend and preach our values, criticize our opponent and seek attention, that we forget that our values can be flawed, our opponent might have a point and our audience may not be interested.

So, what should we be? We should be those scientists who are open to criticism of their ideas and values. We should be the scientist who is open to

new ideas, but who is also open to testing them before creating a bias for them. And finally, we should be the scientist who is up-to-date with what other scientists have to say.

If Mike had been open to a new world, Blackberry would have been competing with Apple that took on the role of a scientist open to new ideas, experiments and feedback.

SUMMARY OF CHAPTER 1:

- SECRET n. 1: While thinking makes you take that first step, apply that genius idea and reign the world, rethinking makes you challenge your old thoughts. It makes you move on, adapt, take risks and win again.
- SECRET n. 2: When you want to defend your ideas and values, you switch into your preacher mode. Your preacher's mind makes you promote and defend your values.
- SECRET n. 3: When you want to detect flaws in another person's reasoning, you take the identity of a prosecutor: a suspicious, ever-questioning, skeptical mind.
- SECRET n. 4: When you need to get approval from your audience or seek their attention, your mind plays the role of a politician.
- SECRET n. 5: Use a scientific approach to make your success sustainable. Be open to criticism of your ideas and values and be open to testing them before creating a bias for them.

TWO

HOW TO GAIN CONFIDENT HUMILITY

For many of us, confidence is the key to success. People often judge others based on confidence: if it is too much, they are perceived as arrogant and if it is not enough, they are perceived as weak.

And then there is humility. Humility is the most misunderstood trait in our corporate environment. People think that if you are not sure, it is because you do not know enough. And hence, they end up relating your humility to your incompetence.

Humility does not mean incompetence. It means embracing one's flaws. It means accepting reasonable opinions. It means thinking out of one's comfort zone to achieve the best for all. It is the ability to doubt oneself and attempt to clarify doubts.

However, most people tend to dwell in two extremes. And extremes never help. So what helps? What is the right balance someone can achieve to create a good life, a great company and everlasting bliss for oneself?

To understand that, we need to segregate common tropes in our daily work life. There are four kinds of people in our corporate environment: those who are certain of their inferiority, those who are certain about their superiority,

those who can't get rid of their doubt and those who are confident in their humility.

Let's talk about the certain lot who is obsessively insecure about themselves. They are so certain that they are incompetent that they never even bother to try. They lose confidence as they do not challenge themselves. And hence, they get stuck in a vicious cycle of achieving absolutely nothing when faced with a challenge they fail. They fail again because they did not bother to learn from their previous mistake.

Then some are so confident in themselves and their values that they hold no regard for constructive criticism. They are the pure definition of the ignorant arrogant. Everything and everyone who goes against their precious ideas holds no value in their life. But there is an awkward advantage of being a blindly arrogant manager: people listen to you even if you are wrong. The obvious disadvantage is that you are wrong most of the time. Another disadvantage is that you make an enemy out of friends and you don't want that.

Then there is this moderate kind of people who want to listen to everyone but cannot get their mind around something useful because of the dilemma of having too many choices. They get carried away with too many ideas at one time, doubting their gut all of the time and hence, achieving nothing substantial. They think that if they had confidence, they would have achieved x, y and z. But they fail to understand that confidence is an evolutionary process. It is gained, not inherited.

The last kind happens to understand that. They doubt their beliefs, but on rational grounds. They are open to new ideas and hence, adaptability. They know that they have to face challenges to grow their confidence. And above all, they understand that self-confidence is achieved by learning from mistakes, taking challenges, overcoming them and gaining success.

When you welcome your imposter syndrome to get things done, embrace your challenges and work to overcome them, you truly become a success in yourself. Self-doubt is important, but it can only be taken advantage of if you are ready to deconstruct it, work on it and overpower it.

So, be confident in your humility to keep on growing.

SUMMARY OF CHAPTER 2:

- SECRET n. 1: There are four kinds of people: certain meeks, ignorant arrogant, debilitating doubtful and confident humbles. Certain meeks are obsessively insecure about themselves. They are so certain that they are incompetent that they never even bother to try.
- SECRET n. 2: Ignorant arrogant are so confident in themselves and their values that they hold no regard for constructive criticism. Everything and everyone who goes against their precious ideas holds no value in their life.
- SECRET n. 3: Debilitating doubtful want to listen to everyone but cannot get their mind around something useful because of the dilemma of having too many choices. They get carried away with too many ideas at one time, doubting their gut all of the time and hence, achieving nothing substantial.
- SECRET n. 4: Confident humbles doubt their beliefs, but on rational grounds. They are open to new ideas and hence, adaptability. They know that they have to face challenges to grow their confidence. And above all, they understand that self-confidence is achieved by accepting challenges.

THREE

HOW TO ACCEPT YOUR MISTAKES

Back in 1959, researcher, Henry Murray made a few sophomores at Harvard sign up for an experiment that challenged their belief system. He was of the view that psychology was not paying enough attention to knowing more about how people behave in difficult situations. So, he gave the students time to write in detail about their worldview, ideologies and philosophy of life.

When the students were finally called to submit their homework, they were asked to read other students' assignments and argue about their beliefs.

Murray used the same psychological model he had used before after World War Two to recruit spies in the Office of Strategic Services which later became the Central Intelligence Service, CIA. Each candidate for the spy job would be interrogated and bashed on the inconsistencies on his accounts. Those who could handle the pressure of being called a liar were recruited.

In the university experiment, Murray systemized it better. Each student had to counter aggressive attacks on their beliefs for eighteen minutes by law students planted by Murray. As the attacks were personal, they would make most of the students feel angry and anxious.

The experience was bad for some, worst for others. Some forgot the humiliation in a week. And then, some enjoyed the experience.

These are the sort of people who achieve the highest good for themselves by getting thrilled by knowing that they are not always right. The same sort of people teaches us to accept our flaws whenever we can, to move on from our ignorant biases whenever we can and to surprise ourselves with the right we never knew existed.

True wisdom is in knowing our wrong choices, our mistakes, our narrow thinking and our skewed beliefs. So if you want to be wise, follow the following steps:

1. Live your life.
2. Make mistakes while you can.
3. Accept your mistakes and then learn from them.
4. Repeat until you find wisdom in through your experiences.
5. Make some more mistakes by applying the wisdom you gained in step 4 and then realize that it was not wise to apply that wisdom in every other situation.
6. Keep following steps 1 to 5 for life.

Congratulations, you are wise now. But do not believe in your acquired wisdom. Instead, learn to stay curious and keep challenging your biases.

The crux of the matter is that you have to unlearn a great deal to truly gain wisdom. All you have to do is seek thrill in your mistakes and learn from them.

SUMMARY OF CHAPTER 3:

- SECRET n. 1: People who are thrilled by knowing that they are not always right are more likely to be highly successful.
- SECRET n. 2: Accept your flaws whenever you can. Move on from your ignorant biases by telling yourself that you don't know enough. Be surprised with what you learned on your journey.
- SECRET n. 3: To be truly wise, live your life, make mistakes, accept them and learn from them. Repeat the process until you find wisdom through your experiences. But do not believe in your acquired wisdom. Instead, learn to stay curious and keep challenging your biases.

FOUR

HOW TO RESOLVE YOUR CONFLICTS

Wilbur and Orville Wright would do everything together. From their first mission to rebuild a broken toy helicopter together to launch a newspaper, they would be side by side every step of the way. And then, they would go on to create their first flying machine that would shock everyone.

So, what does it take to achieve big things in life? Is it the unbreakable bond that determines the outcome or is it persistence? And what about constructive conflict? How can anything grow into a world marvel without an iota of conflict? Would not the world be boring, unimaginative and uncreative without arguments, clashing opinions and occasional disagreements?

Australian organizational psychologist Karen Etty Jen opines that conflict and even conflict-provoked animosities are part and parcel of any kind of human behavior, especially organizational behavior. According to Jehn, there are two main types of conflict that employees, entrepreneurs and employers face during their lifetime as a consequence of being human: relationship conflict and task conflict.

Relationship conflicts are more personal and have a greater tendency to turn into animosity and mutual-hater. As a consequence of unresolved

relationship conflict, things at work or home, do not proceed smoothly. Things, instead, get stuck. Relationships break. And therefore, nothing gets done.

On the other hand, task conflict is all about the conflict of ideas and opinions. How to proceed during a task, whom to hire, what plan should be followed, are all examples of task-oriented conflict. The main problem that should be discussed here is whether either kind of conflict leads to different outcomes if unresolved.

We all face organizational conflicts. A few years back, when Adam Grant went through studying the condition of organizational conflict among Silicon Valley employees, he found that even when they all had all sorts of clashing opinions, they were able to find what sort of conflict they were experiencing when they got their heads around to consciously resolve them.

The Silicon Valley teams who were having relationships-oriented conflict struggled through performance and effectiveness at work. On the other hand, task-oriented conflicts, although, created initial difficulties among the teams, upon resolving them, they achieved greater effectiveness at work.

Another pattern observed showed that teams who initially struggled with relational conflict were unable to proceed smoothly. But the teams who had no personal grudges on the way and only opinion-related conflict were able to get things done because of their openness to different ideas and arguments.

Therefore, relationship conflicts are more lethal when it comes to team performance mainly because such conflicts destroy the team dynamic and mutual-respect. Moreover, the same personal grudges impede the most important process for any success: rethinking.

SUMMARY OF CHAPTER 4:

- SECRET n. 1: Task conflict is all about the conflict of ideas and opinions. How to proceed during a task, whom to hire, what plan should be followed, are all examples of task-oriented conflict.
- SECRET n. 2: Relationship conflicts are more personal and have a greater tendency to turn into animosity and mutual-hater. As a consequence of unresolved relationship conflict, things at work or home, do not proceed smoothly.
- SECRET n. 3: Teams who initially struggle with relational conflict are unable to proceed smoothly. But the teams who have no personal grudges on the way and only opinion-related conflict can get things done because of their openness to different ideas and arguments.
- SECRET n. 4: Personal grudges impede the most important process for any success: rethinking.

FIVE

HOW TO CONVINCE PEOPLE

Neil Rackham, the pioneer of spin-selling, once conducted a study to determine what separates a good negotiator from a bad one. His team hired two groups to conduct the study: one with an average career in negotiations and the other with a successful negotiating career.

The experiment made them apply their respective skills on labor and contract negotiations so that both teams could be judged.

There were four main differences between both groups that distinguished the expert negotiators from the average one.

1. Expert negotiators always came up with a plan.
2. Successful negotiators never relied on too many arguments.
3. Expert negotiators never approached the negotiation table with preoccupied defensive or offensive positions.
4. Experts maneuvered their counterpart's positions using carefully designed questions.

While it is often thought that coming up with a plan for one's positions is a valid step towards convincing someone on your positions, it hardly achieves anything unless you have carved out a series of steps that make for you a clear pathway for the common ground between your counterpart and yourself. The team of average negotiators thought that arming up against their counterpart would eventually exhaust them. They were right. The average negotiator's continuous aggression did exhaust their counterpart. However, exhausting someone does not mean convincing them of your positions.

Expert negotiators understood that. So, they invested all their energies into taking opening notes, writing anything common between them and their counterparts down so that they can use those points later to reach an agreement.

The second difference emerged when both teams tried to discuss their options for a potential agreement. The average team delved into coming up with multiple reasons that would support the options they wanted to incorporate in the agreement.

On the other hand, the expert negotiators tried their best to stick with the most relevant reasons that supported their position. So, this is how it works. When you come up with a plethora of reasons to support your claim, it becomes easier for the other party to identify and object to the weakest reasons you have come up with. This gives them an edge over you as, now, they have a stronger reason to refute you with. So, do not let your counterpart win because of your overenthusiasm.

The third most obvious difference between the two teams was related to the attitude of both teams. The average team would come off as harsh and in aggressive mode. Their counterpart would have to delve into defending the

attacks by counterattacking the average team. In no time, it would get ugly, leading the negotiations into the territory of nowhere.

On the other hand, the skilled negotiators would keep their calm, act rationally and would not delve into attacking or defending positions. Their reasonableness gave them an edge over their counterparts, making them feel comfortable to come to terms with their position.

The last major difference between the two teams was related to the controlling tactics both teams used. Most of the discussion points proposed by the average team sounded like comments. Thus, the average team did not achieve any control on the discussion front.

On the other hand, the experts presented their proposals and options in an inquisitive tone. One out of each five comments by the expert side sounded like a question. These questions opened up their counterparts to reveal more information. Moreover, the questions opened a way for the experts to take control of the trajectory of discussion between the two parties.

SUMMARY OF CHAPTER 5:

- SECRET n. 1: Expert negotiators invest all their energies into taking opening notes, writing anything common between them and their counterparts down so that they can use those points later to reach an agreement.
- SECRET n. 2: When you come up with a plethora of reasons to support your claim, it becomes easier for the other party to identify and object to the weakest reasons you have come up with. This gives them an edge over you as, now, they have a stronger reason to refute you with.
- SECRET n. 3: A skilled negotiator would keep his calm, act rationally and would not delve into attacking or defending positions. Your reasonableness gives you an edge over your counterparts, making them feel comfortable to come to terms with your position.
- SECRET n. 4: Questions open a way for the negotiators to take control of the trajectory of discussion between parties.

HOW TO BREAK STEREOTYPES

What are stereotypes? How do we make them and then fight so hard to defend them?

Let's make you a little bit uncomfortable to see how stereotypes are built. Suppose that you have spent the life of an orphan during most of your childhood because the cops arrested your father. Now, living a fatherless life must have been excruciating for you.

So, you decided that all cops are responsible for all the fatherless kids out there. Sure, you are all set on this stereotype because of your very solid personal reasons.

However, one day, you hear the news celebrating a cop who rescued a child from his insane father. And there, it gets into your brain. It makes you question the lens you have been wearing all along. So, you say to yourself, "Maybe, not all cops are bad". And there, you have broken the half-baked stereotype your selective circumstances made you believe in.

Let's sum it all up and see how stereotypes are built and destroyed.

1. You have an experience that stays with you.

2. You try to make sense of what happened and end up generalizing-hence stereotyping.
3. You experiment an opposite experience with the same party involved.
4. You question the generalizations you made.
5. You question the stereotype you had made earlier.

There is one thing common in all of that: experience. Your experiences both create and break the stereotypes in your head.

But the worst thing about stereotypes based on prejudices is that they tend to form animosity because of the most stupid and baseless reasons ever. The most trivial reasons blur your vision and stop you from seeing the similarities between you and your supposed rival.

Paradoxically, we create stereotypes based on prejudices because of our intrinsic want to belong. In our direst need to belong to a certain group, we end up hating the other group. Identity works in two ways: it fulfills our wish to belong and it rewards us with self-gratification when the people like us win against the people who are not like us.

However, if we turn it all around, we can use experiences to turn our mutual rivalries into mutual-respect.

Refer back to the example mentioned at the start of the chapter. Now, if the news of the cop rescuing a kid from a crazy father had not shown up on your TV, you would not have bothered to break the stereotype against cops.

This means one thing: you have to go out of your way to experience life from a different angle so that you do not behave prejudicially against people. Psychologically speaking, we wear the lens of our beliefs for so

long that we forget that there are other lenses around through which other people see the world.

So, if we consciously try to create new experiences for us by exchanging the goggles, there is a high possibility that we can bring the world much-needed peace.

All it then takes is a healthy set of new experiences and a focus on our commonalities to keep the world in perpetual harmony.

SUMMARY OF CHAPTER 6:

- SECRET n. 1: You have an experience that stays with you. You try to make sense of what happened and end up generalizing, hence, stereotyping.
- SECRET n. 2: You experiment an opposite experience with the same party involved which makes you question the generalizations you made. You end up questioning the stereotype you had made earlier.
- SECRET n. 3: We create stereotypes based on prejudices because of our intrinsic want to belong. In our direst need to belong to a certain group, we end up hating the other group.
- SECRET n. 4: Interacting with different types of people can make you open up to different experiences and perspectives that help you question your stereotypes.

SEVEN

HOW TO MOTIVATE PEOPLE TO CHANGE

In September 2018, Marie-Hélène Étienne-Rousseau went into an early labor. Her son Tobie was due in three months. His birth was already a risky case, but the risk of measles made it worse. And then Marie-Hélène saw the news of the epidemic spreading day by day in her local community in Quebec.

Alongside the measles epidemic, another and yet more dangerous epidemic was slowly spreading: the epidemic of rumors and fake news. Marie-Hélène's friends were afraid that if their kids were vaccinated, they will later show the symptoms of autism.

People are increasingly being skeptical of modern-day science because of the active conspiracy theorists. Almost one in a thousand kids die of measles every year because people in the developed world, such as Canada, are skeptical about modern-day solutions to their very own problems.

So, to prevent further deaths from measles, governments tried to reprimand parents who prevent their children from getting a vaccination. A few others even tried to jail them for six months. However, the results showed that it would not work like that. People were equally skeptical of their governments now with tasting prosecution for committing a crime they did not think was a crime at all.

When strict measures failed to give a positive response towards vaccination, governments decided to go lenient with their punishments. Instead of punishing the parents, they hired healthcare workers to preach to them about the consequences of not getting their kids vaccinated. Preaching solid atheists in vaccines did not work either. All the preaching enhanced people's doubts about vaccination, making them resist it with more conviction.

So the natural question you must ask is what went wrong?

Persistence supported by stubborn facts never achieves anything when it comes to persuading people who are equally stubborn in their beliefs. The issue with persuasion is that it tends to make people believe in their biases even more if done from a side of authority. The natural reaction to any sort of persuasion is the resistance. Persuasion and resistance work hands in hands, just like a vaccine works with our immune system. All it takes is an external push for our immune system to make it resist the virus trying to make it into our system.

So what should we do to persuade resisting audiences?

Back in the 1980s, clinical psychologist Bill Miller came up with a persuasion tactic that works best on stubborn people. He called it motivational interviewing.

Motivational interviewing challenged the notion that you can convince a person who is already convinced. People do not resist because they are unable to process a piece of valuable advice. They resist because they hate authority that makes decisions for them. Then it does not matter if the authority's decision is right, they would do their best to resist them.

Miller suggests that persuaders use humility and calmness instead of facts and authority to persuade people to motivate themselves to do or not to do

something. No one knows except the person himself about their motivations. So, what motivational interviewers can do is lead people to their motivations by showing curiosity. Invigorate in them the curiosity for another perspective. Let them struggle through it on their own. And there, if you have convinced a person to rethink their initial thought, you have done the job of persuading them.

Most motivational interviewers use the following key steps to lead their subject to find their motivations:

1. They ask the subjects open-ended questions.
2. They listen actively while keeping them engaged in discussions.
3. They actively affirm the subject's want and curiosity to transform.

The same strategy worked with Marie-Hélène when her advisor showed her the options she had about the health of her child. He managed to show respect for her freedom to choose and she got Tobie vaccinated the same day.

SUMMARY OF CHAPTER 7:

- SECRET n. 1: Persuasion tends to make people believe in their biases even more if done from the side of authority. The natural reaction to any sort of persuasion is then resistance.
- SECRET n. 2: Motivational interviewing can help you convince a stubborn subject if you use humility and calmness instead of facts and authority to persuade people to motivate themselves to do or not to do something.
- SECRET n. 3: During a motivational interview, ask the subjects open-ended questions to dive into things that motivate them. Listen actively while keeping your subjects engaged in a discussion. And finally, actively affirm your subject's want and curiosity to transform into a better person.

EIGHT

HOW TO CREATE EMPATHY WITH OTHER PEOPLE

Difficult Conversations Lab is located on the second floor of the red-brick building at the Columbia University. A mind-project of psychologist Peter T. Coleman, Difficult Conversations Lab invites students to have an open discussion on topics that tend to divide an audience into two distinct groups.

In the lab, for instance, if you are pro-guns, you will be paired with another member who strongly opposes guns. Then you will be given some material on the same issue and you will try to conclude together.

Coleman found that when the participants read carefully designed readings that did not only cover the two distinct sides of the same issue but also showed the issue to be deeply complex with multiple dimensions, they were more likely to conclude.

The late 90s gifted humanity with the greatest technology ever: the internet. We thought the internet would solve all our problems based on misinformation. We hoped that the internet will allow us multiple voices and perspectives we will be so keen to hear and acknowledge. But the opposite happened.

That opposite means deeper polarization, deeper levels of hate and fake news. The 2016 election showed us how deeply divided we are and how we are not ready to break our skewed bubbles.

So, you might be thinking that only if we open ourselves up to new opinions and views we can break this vicious cycle of hating and doubting.

Let's break it to you then. It would not help. Showing people the other side of the picture rarely helps them in changing or considering to change their views. If showing people the other side was useful in uniting them in issues, we would have achieved unity by now as we have been exposing people to different opinions since the dawn of the internet. With the social media platforms allowing everyone to share their opinions, it is also allowing everyone to share misinformation.

Simply knowing that another opinion exists, hence, does not make the preachers doubt their beliefs. It does not make the prosecutors challenge themselves and it does not convince a politician to question his or her stance. All it does is to make all the preachers, prosecutors and politicians hold more tightly to their previous beliefs when now they have something to compare those beliefs with.

People aspire for clarity in their life. To seek clarity, they try to divide an issue into two. This human tendency is called binary bias. We all go through it to make sense of our lives, to believe and to belong.

But if you present an issue in a more complex manner, breaking it into multiple interconnected sub-issues, you can certainly see people opening themselves up for other viewpoints. Complexifying problems allow people to look in a multidimensional realm of ideas without limiting their choice to choose from two. When people have more than two choices, they are more likely to question their previous choices. It breaks the barrier of a tunneled vision as it disrupts dogmatism.

Complexity, thus, is the modern answer to our question of division. It helped Coleman in his experiment. It can help us too.

SUMMARY OF CHAPTER 8:

- SECRET n. 1: Showing people the other side of the picture rarely helps them in changing or considering to change their views.
- SECRET n. 2: People aspire for clarity in their life and to seek clarity, they try to divide an issue into two. This human tendency is called binary bias and we all go through it to make sense of our lives, to believe and to belong.
- SECRET n. 3: If you present an issue in a more complex manner, breaking it into multiple interconnected sub-issues, you can certainly see people opening themselves up for other viewpoints.
- SECRET n. 4: When people have more than two choices, they are more likely to question their previous choices.

NINE

HOW TO SPARK INTEREST AND STIMULATE CURIOSITY

Just like any other college graduate in their early twenties, Erin McCarthy had no idea what the future will hold for her. Teaching would be the last thing in her mind as a potential career. She always liked exploring the past, debunking the myths and using such knowledge to create a better present. But she never knew she would find herself teaching a bunch of bored kids about history and historiography.

When she got a job in a museum, she found it irritating that students found no interest or enthusiasm for history. So she decided to write an instruction manual for teachers that could help them help students be curious about the subject. This interaction opened up a possibility for her to teach the students social studies in the classroom. She immediately found that the lack of interest was due to a lack of stimulus in the classroom.

When an eighth-grader came up to her with a complaint about the inaccuracy in the history book, she did not take the criticism to heart. She had planted that inaccuracy to make students find interest in questioning knowledge. Unlike most teachers, she was curious about how knowledge evolve and change. And she used her curiosity to make her pupils curious about her subject.

Using that inaccuracy, she made her students think about the progression of knowledge. She invigorated in them the keenness to look for inconsistencies, to assess information objectively and hence, to learn from their experience.

The teachers can make a huge impact on the lives of students if they keep the following guides in mind:

1. Information should not just be consumed, it should be questioned, weighed and assessed.
2. Popularity should not be confused with reliability.
3. Allow the students to separate the information from the source.
4. Educate them to judge their work, not their worth.

If you can follow that as a teacher, you have truly made your student their guide.

There was a time when schoolteachers and parents would not have thought of challenging the textbooks. But now, when science is being upgraded, everything has to be. Textbooks do not always tell the truth. It is a fact when the truth is constantly evolving.

Erin showed her students that history, likewise, was ever-evolving knowledge. She assigned her students to look for historical periods and angles overlooked in textbooks. Students would go beyond their means to evolve knowledge. The assignment did not only give them a sense of purpose, but it also allowed them to open themselves up for any possibility.

In traditional schooling, teachers emphasize so much on delivering knowledge and information that they forget that to truly apply any sort of

knowledge, students need the enthusiasm that drives them to seek more. Therefore, instead of simply focusing on imparting information, teachers should work to make their students evaluate information. They should encourage them to come up with their information, their solutions to the problems in class.

If we continuously bombard a young mind with all sorts of unprocessed information, they will internalize it so much that it becomes difficult for them to unlearn and relearn. Learning is nothing without relearning.

SUMMARY OF CHAPTER 9:

- SECRET n. 1: Information should not just be consumed, it should be questioned, weighed and assessed.
- SECRET n. 2: Popularity should not be confused with reliability.
- SECRET n. 3: Allow the students to separate the information from the source.
- SECRET n. 4: Educate the students to judge their work, not their worth.
- SECRET n. 5: If we continuously bombard a young mind with all sorts of unprocessed information, they will internalize it so much that it becomes difficult for them to unlearn and relearn. Learning is nothing without relearning.

TEN

HOW TO BUILD A HEALTHY WORK ENVIRONMENT

A few years ago, management professor Amy Edmondson tried to investigate the reasons people make errors in the medical profession. She wanted to find out how health practitioners dealt with their mistakes and what cultural aspects affected the intensity of their mistakes.

So she went to a hospital to try a little experiment to assess the psychological culture that affected the health professionals. She interviewed them while recording their mistakes. To her surprise, she noticed that those professionals who felt psychologically safe reported more mistakes than those who felt insecure.

It was not that the psychologically safe professionals were committing more mistakes, it was just that they felt safe to report even trivial mistakes. On the other hand, those who felt insecure did not even report the mistakes they were committing. Out of fear of getting fired, they instead concealed the information.

We live in a culture in which our value is weighed in terms of our achievements, our efficiency and our performance. When we are likely to be treated as a failure for that one mistake, we build in ourselves a fear of rejection. We constantly try to prove our worth by not making mistakes, by

not taking the risk that can be a mistake. If you are in such sort of culture, chances are you are also losing your confidence.

The pressure to say yes to the boss is real and when your boss's things done on time is more important than getting things right, it will only take a little time for you to explore.

The psychological safety at your workplace determines your performance and your growth.

When you feel safe, you try to learn from the mistakes you committed. Safety ingrains in you the spirit to confront work-related difficulties as opportunities.

When you feel safe, you put yourself out there to try new ideas, take new risks.

When you feel safe, you do not stop yourself from saying your truth, your idea, your insights in a room full of decision-makers.

When you feel safe, you are open to being vulnerable. And when you allow yourself to be vulnerable, you open a whole new world of possibilities for yourself.

When you feel safe, you are more likely to listen and value your teammates.

But when you do not feel safe, you look at your mistakes as the end of your career. You are always fearful of the prospects of losing your job. So, you try to conceal your mistakes.

When you do not feel safe, you avoid any kind of responsibility. It is because you are fearful that any new responsibility will prove fatal for your career. So, you avoid taking risks, testing new ideas and taking new responsibilities.

When you do not feel safe, you feel reluctant to share your ideas with your team. You think more about being rejected. You feel like you will not be heard. And hence, to avoid any embarrassment, you censure yourself.

When you do not feel safe, you never talk about your struggles. You only talk about your achievements to create a persona of a go-getter. But this insecurity also makes you conceal important information that could help your team grow and achieve greater success.

When you do not feel safe, you continuously compare yourself with your teammates. You are always in a state of competition. This competition stops you from cooperating with your team to solve common problems, to achieve common goals.

Hence, if you are that boss who wants things done right and well in time, you need to work more on the psychological safety of your team.

SUMMARY OF CHAPTER 10:

- SECRET n. 1: When you feel safe, you try to learn from the mistakes you committed. Safety ingrains in you the spirit to confront work-related difficulties as opportunities.
- SECRET n. 2: When you feel safe, you put yourself out there to try new ideas, take new risks.
- SECRET n. 3: When you feel safe, you do not stop yourself from saying your truth, your idea, your insights in a room full of decision-makers.
- SECRET n. 4: When you feel safe, you are open to being vulnerable. When you allow yourself to be vulnerable, you open a whole new world of possibilities for yourself.
- SECRET n. 5: When you feel safe, you are more likely to listen and value your teammates.

ELEVEN

HOW TO REACH YOUR GOALS WITH CONFIDENCE

Early in our childhood, we are expected to figure out for ourselves who we want to be when we grow up. Some kids want to be pilots, some want to be superheroes, others want to be everything. But do we know what we want from our life? How can a toddler know what he wants in his life? And at what point exactly? Is not growing up a continuous phenomenon?

The issue with our career-oriented culture is that we do not want to stop, reflect and then decide. We just want to decide first and think later. Success then becomes just another career we can pursue.

But what happens when we have achieved the success we intended? Do we stop succeeding? Do we stop living? Do we stop becoming happy?

It is human nature that if we cannot achieve something with the tools and talents we have, we try to invest more of our energies and time into the same goal. Mr. President wanted to conquer Vietnam, so he sent packs of soldiers in to gain the glory he thought he deserved. And when he finally found out that there was no glory in death and chaos, it was too late.

We do the same with our lives and our precious time we have on the planet. We poorly choose a career path that can satiate our luxurious desires. And when we fail at it, we yearn for it even more. Instead of pivoting and

looking for something else that suits our natural abilities and talents the best, we continue to persist and persevere.

But perseverance and grit are only useful if you are sure that you are doing something meaningful. When you are sure that you are doing something which aligns with your values. Otherwise, your perseverance is just another stroke in oblivion. This ignorant persistence is called escalation of commitment.

It happens because we want to justify the goals we set at such an early age. We want to justify the decisions we made when we were asked "What do you want to be when you grow up?". To avoid embarrassment, we chose to stick with our faulty commitments.

Escalation of commitment stops us from evolving as an individual. It stops us from rethinking, self-evaluating and growing. And eventually, our identity foreclosure leads us to an identity crisis.

So when you finally feel like losing your identity because of failing in a career you had decided to pursue at a young age, it is time to rethink.

Management professor Herminia Ibarra suggests that before pivoting, you consider doing the following:

1. Explore new identities you can be. The best way to explore yourself is to see whom you look up to. Ask yourself who inspires you in or out of your field. Then try to observe and see what they do all day to give meaning to their lives and to inspire you.
2. After exploring these identities, try to find out how you adjust to such an identity with the talents you have and the skills you have acquired.
3. Lastly, you need to run your experiment. Ask the people questions about the daily work in the particular field you want to switch to. Do a few

sample projects to know if you enjoy them.

When you have gone through these steps, you are officially ready to transition your career path and your life.

SUMMARY OF CHAPTER 11:

- SECRET n. 1: It is human nature that if we cannot achieve something with the tools and talents we have, we try to invest more of our energies and time into the same goal.
- SECRET n. 2: Escalation of commitment stops us from evolving as an individual. It stops us from rethinking, self-evaluating and growing. And eventually, our identity foreclosure leads us to an identity crisis.
- SECRET n. 3: Explore new identities you can be. The best way to explore yourself is to see whom you look up to. Ask yourself who inspires you in or out of your field. Then try to observe and see what they do all day to give meaning to their lives and to inspire you.
- SECRET n. 4: Try to find out how you adjust to such an identity with the talents you have and the skills you have acquired.
- SECRET n. 5: You need to run your experiment. Ask the people questions about the daily work in the particular field you want to switch to. Do a few sample projects to know if you enjoy them.

CONCLUSION

Think Again: The Power of Knowing What You Don't Know will help you rethink individually, on an interpersonal level and collectively. The following paragraphs briefly touch upon the insights that can change the way you think, learn and rethink.

While thinking makes you take that first step, apply that genius idea and reign the world, rethinking makes you challenge your old thoughts. It makes you move on, adapt, take risks and win again. When you want to defend your ideas and values, you switch into your preacher mode. Your preacher's mind makes you promote and defend your values.

When you want to detect flaws in another person's reasoning, you take the identity of a prosecutor: a suspicious, ever-questioning, skeptical mind. And when you need to get approval from your audience or seek their attention, your mind plays the role of a politician. Use a scientific approach to make your success sustainable. Be open to criticism of your ideas and values and be open to testing them before creating a bias for them.

There are four kinds of people: Certain meek, ignorant arrogant, debilitating doubtful and confident humble. Certain meeks are obsessively insecure about themselves. They are so certain that they are incompetent that they

never even bother to try. Ignorant arrogant are so confident in themselves and their values that they hold no regard for constructive criticism.

Debilitating doubtful want to listen to everyone but cannot get their mind around something useful because of the dilemma of having too many choices. Confident humbles doubt their beliefs, but on rational grounds. They are open to new ideas and hence, adaptability. They know that they have to face challenges to grow their confidence. And above all, they understand that self-confidence is achieved by accepting challenges.

People who are thrilled by knowing that they are not always right are more likely to be highly successful. So, accept your flaws whenever you can. Move on from your ignorant biases by telling yourself that you don't know enough. Repeat the process until you find wisdom through your experiences.

Similarly, in work-related situations, we come across a lot of conflicts. Task conflict is all about the conflict of ideas and opinions. How to proceed during a task, whom to hire, what plan should be followed, are all examples of task-oriented conflict. Relationship conflicts are more personal and have a greater tendency to turn into animosity and mutual-hater.

Teams who initially struggle with relational conflict are unable to proceed smoothly. On the other hand, the teams who have no personal grudges on the way and only opinion-related conflict can get things done because of their openness to different ideas and arguments.

Furthermore, we can all learn effective negotiation skills. Expert negotiators invest all their energies into taking opening notes, writing anything common between them and their counterparts down so that they can use those points later to reach an agreement.

When you come up with a plethora of reasons to support your claim, it becomes easier for the other party to identify and object to the weakest reasons you have come up with. This gives them an edge over you as, now, they have a stronger reason to refute you with. A skilled negotiator would keep his calm, act rationally and would not delve into attacking or defending positions. Your reasonableness gives you an edge over your counterparts, making them feel comfortable to come to terms with your position.

Moreover, it is also crucial that we rethink our prejudices to get the best out of ourselves. Interacting with different types of people can make you open up to different experiences and perspectives that help you question your stereotypes.

Now, it is a whole other thing to persuade people to think differently. Persuasion tends to make people believe in their biases even more if done from the side of authority. The natural reaction to any sort of persuasion is then resistance. Motivational interviewing can help you convince a stubborn subject if you use humility and calmness instead of facts and authority to persuade people to motivate themselves to do or not to do something.

Showing people the other side of the picture rarely helps them in changing or considering to change their views. People aspire for clarity in their life. And to seek clarity, they try to divide an issue into two. This human tendency is called binary bias. If you present an issue in a more complex manner, breaking it into multiple interconnected sub-issues, you can certainly see people opening themselves up for other viewpoints.

As responsible citizens of the world, we also encourage others to be curious about the world around us. Information should not just be consumed, it should be questioned, weighed and assessed. So, if you are in charge of a

young mind, allow them to separate the information from the source. Educate them to judge their work, not their worth.

When you feel safe, you try to learn from the mistakes you committed. Safety ingrains in you the spirit to confront work-related difficulties as opportunities. You do not stop yourself from saying your truth, your idea, your insights in a room full of decision-makers.

In short, it is human nature that if we cannot achieve something with the tools and talents we have, we try to invest more of our energies and time into the same goal. So never hesitate to explore new identities you can be.

CONGRATULATIONS

Congratulations for reading this summary! We truly believe that the information contained in this book will be useful for your personal and professional growth.

Your opinion is important to us!

If you enjoyed this summary and you found it useful, please visit the site where you purchased it and write a quick “5-Stars Review”.

That is the best way to give value to our work!

The 60 Minutes Summary team