

THINK AGAIN

#1 New York Times Bestseller

The Power of Knowing What You Don't Know

THINK
AGAIN

ADAM
GRANT

"Brilliant... guaranteed to make you
rethink your opinions and your most important decisions."
—Nobel Prize winner Daniel Kahneman



LEADERSHIP
without LIMITS





Lacetti Fields

HR Director



Sam Hayes

Chief of Staff



- **Activity: Lost on the moon**
- **Think Again in practice**
- **Summary**



What would you do if you were Lost on the Moon?

Your spacecraft has just crash landed on the lighted side of the moon. You were scheduled to rendezvous with the mother ship 200 miles away on the surface of the moon, but the rough landing has ruined your craft and destroyed all the equipment on board, except for the 15 items on your sheet.

Your crew's survival depends on reaching the mother ship, so you must choose the most critical items available for the 200-mile trip.

Your ask: (INDIVIDUALLY) - Rank the items in terms of their importance for survival. Place a 1 by the most important item – through 15 for the least important.

Step 2:

As a GROUP - Rank the items in terms of their importance for survival. Place a 1 by the most important item – through 15 for the least important.

What were some of the behaviors observed?:

- Any teams in full alignment or were there vast differences in opinions?
- Active listening
- Asking questions
- Change mind to avoid a conflict
- Majority vote method

WHAT IS GROUPTHINK?

- What is GroupThink?
 - Everyone agrees quickly
 - Avoid disagreements
 - Pressures to make decisions in short timeframes
 - “We’ve always done things this way”
- Build a new culture:
 - Creativity
 - Innovation
 - Flexibility
 - Open Dialogue
 - Collaboration
- Reward and recognize innovative thinking; risk takers
- Working better as a team equates to better performance

Watch out for Groupthink!

LOST ON THE MOON — NASA ANSWERS

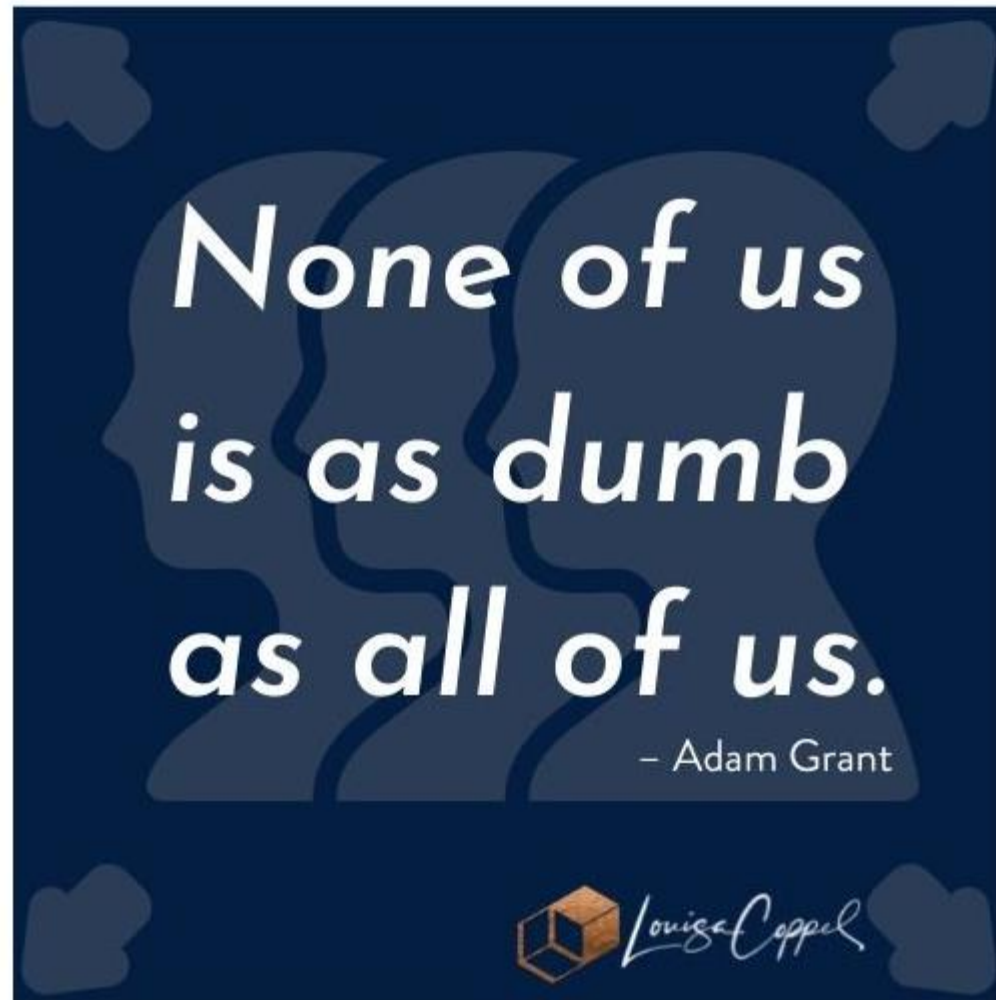


Item	NASA Rank
Box of matches	15
Food Concentrate	4
50 feet of nylon rope	6
Parachute silk	8
Solar powered portable heating unit	13
Two .45-caliber pistols	11
Case of dehydrated milk	12
Two 100-pound tanks of oxygen	1
Stellar map of moon's constellation	3
Self-inflating life raft	9
Magnetic compass	14
10 liters of water	2
Signal flares	10
First aid kit w/injection needles	7
Solar powered FM receiver-transmitter	5

**Benefits of the
NASA Moon
Challenge:**

**Encourage
effective group
decision
making!**





THINKING AGAIN IN PRACTICE

You are the manager of a location and implementing a new monthly operations review. Your boss has mandated these for each of the locations she oversees in order to have each location take more of an ownership mindset in monthly financial performance.

By the time you're a week away from the first review, you are getting significant pushback from Amanda, a member of your team. She is very unhappy with the change and doesn't see the point. The location has always been a solid performer and you and your team has never had to do anything like this.

In the team meeting before the first review, Amanda confronts you and says "this doesn't make any sense – why the heck are we doing this?"

How Would You Handle It?

- 1 “These reviews are going to be great for us! Yes, they’re a change from how we’ve done things in the past, but it’s essential for us to learn how to improve.”
- 2 “That mindset is not going to help us provide better service. There’s a saying ‘you manage what you measure’ and if we’re not looking at these numbers then there’s no way we’re going to get to where we need to be.”
- 3 “I know this is new, but you guys are doing a great job. I really think that these will show how strong a team we are.”
- 4 “Thanks for sharing that. I’d like to better understand why you feel that way. What is it about the reviews that is giving you so much hesitation?”

LET'S HEAR FROM ADAM GRANT



HUMILITY

What does it mean to you?



Definition of *humility*

: freedom from pride or arrogance : the quality or state of being humble

Why is it important
for us as leaders?

LET'S HEAR ADAM'S TAKE



“Excellence is not about believing that you’re the best...it’s actually about always striving to get better.”

Adam Grant



...sounds a lot like
thinking like a scientist!

- **Rethinking is a skill set, but it's also a mindset** – we have to consciously force ourselves to do it (at least initially)
- It all **starts with humility**. We have to realize that we may not have the best answer and be open to better ways of doing things
- The book's lessons **apply both to solving problems and working with teams**
- Remember to **keep thinking like a scientist!**

A large, light gray starburst graphic with multiple points, positioned behind the "THANK YOU!" text.

THANK YOU!