

Welcome to MCG's CliffsNotes Book Club

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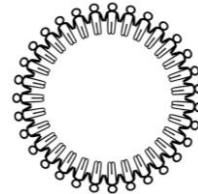


MendelowConsulting.com

“When you ‘get’ people, you get results.”



Leadership
Training



Team
Development



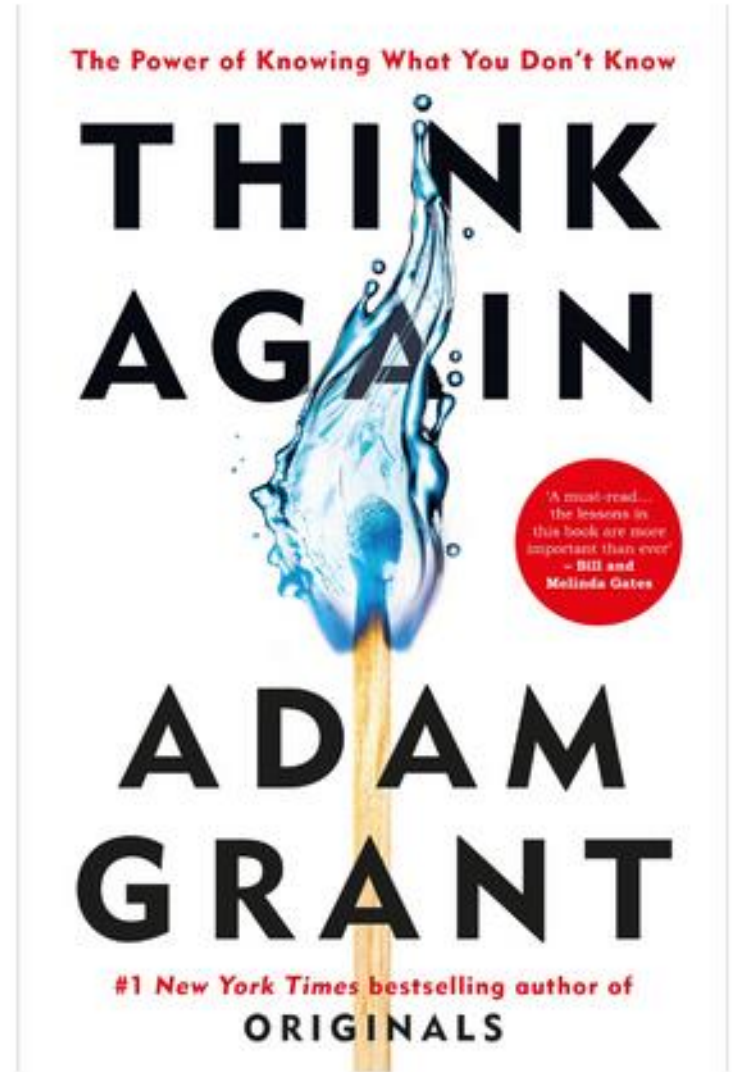
Leadership
Coaching

Join the '[CliffsNotes' club](#)—where there's no pressure to pre-read the book, no membership required, no cost, and lots of discussion in just 90 minutes. Each month, you will hear a [summary of highlights](#) from a recently-published business book. This discussion summary is intended to provide a recap of the conversation at Book Club, rather than serve as a thorough book summary. We'll keep you "in the know" on the latest and greatest concepts and models. [Register here](#) for upcoming events.

In a turbulent world, there's another set of cognitive skills that might matter more: the ability to **rethink and unlearn.**



An Overview by Doug Hensch





Thought experiment...

- Imagine that you are back in high school and sitting down to take the SATs.
- You answer the very first question, then begin to doubt your initial answer.
- What do you do?



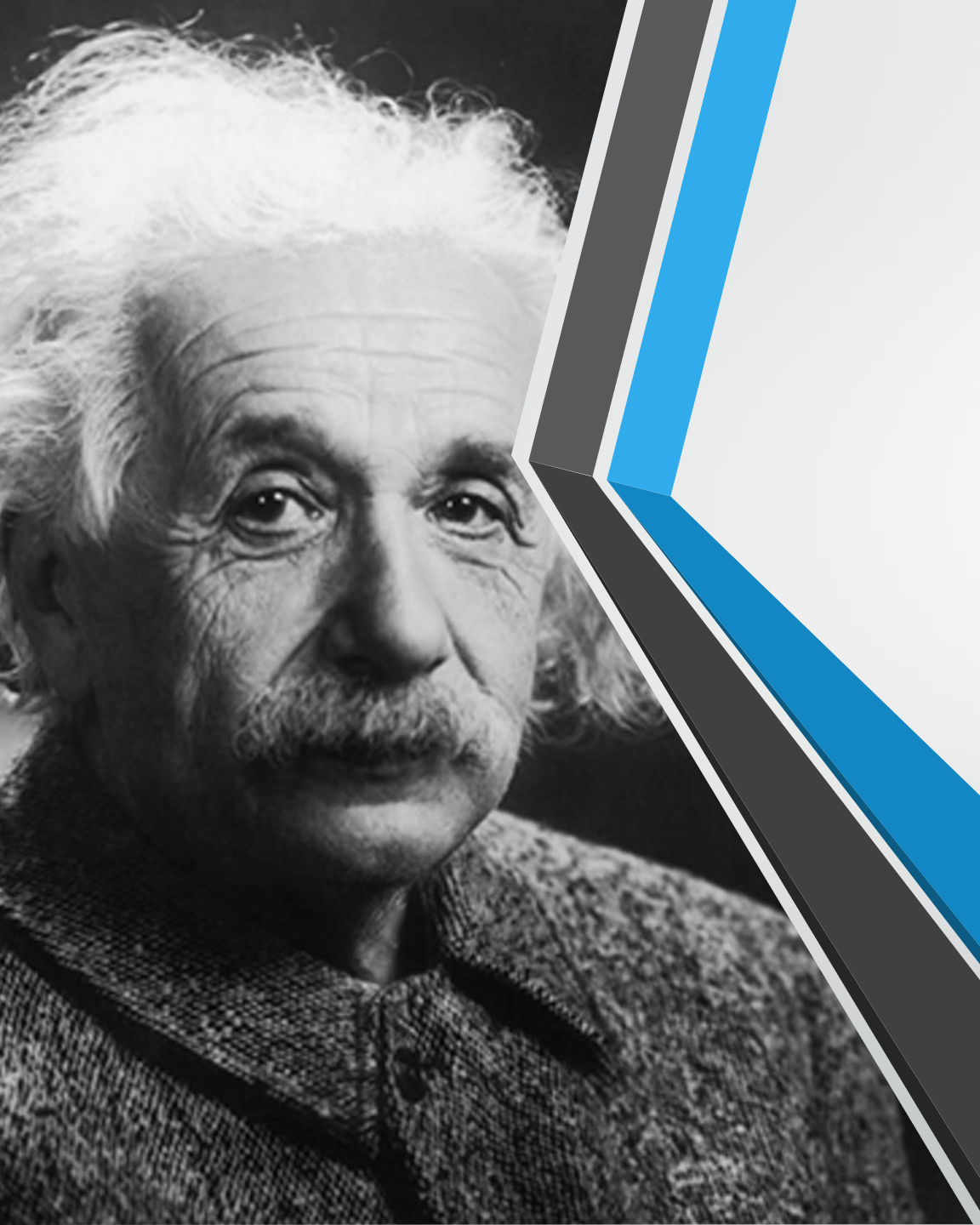
Agenda

- Individual Rethinking
- Interpersonal Rethinking
- Collective Rethinking

3 Thinking Modes

- Preacher
- Prosecutor
- Politician





What if someone
has a really high
IQ?

The Humility Sweetspot

	Low Humility	High Humility
Low Confidence	<i>Draining Uncertainty</i>	<i>Long-Suffering Acceptance</i>
High Confidence	<i>Blatant Arrogance</i>	<i>Quiet Self-Assurance</i>

Adapted from *Re-Thinking Humility – Getting Back to An Essential Ingredient of Great Leadership*

Humility



- *Humilis* is Latin for "low or close to the ground"
- 4-Part Definition based on work from Dr. Chris Peterson (University of Michigan)

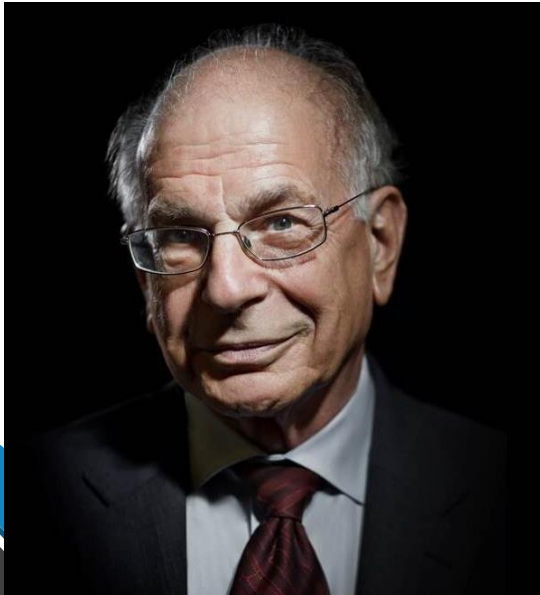
H – Heading backstage; does not strongly desire or need to be center of attention

E – Empathize before self; focused as much on others as on oneself

L – List abilities accurately; recognizes the truth about their strengths & weaknesses

P – Permits others to influence them; demonstrates open-mindedness

“My attachment to my ideas is provisional. There’s no unconditional love for them.”



“The single most valuable piece of advice coming out of psychology is to consider the opposite. Ask yourself why you might be wrong.”





Decisions Journal

1. I decided...
 2. I will change my mind if...
- “The absence of conflict is not harmony, it’s apathy.” – Member of Conflict Research Team

Agenda

- ✓ Individual Rethinking
- Interpersonal Rethinking
- Collective Rethinking
- Conclusion

“Can we have a debate about this?”





Tips for Dancing with Foes

1. Agree with the other person
2. Spend more time looking for common ground
3. Recognize that less is more (fewer reasons that back your position)
4. Ask more questions, then... (the best ask 2x questions of average negotiators)
5. Point out the holes in your own argument

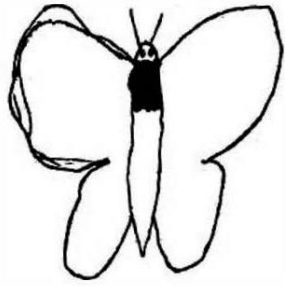
A photograph of two young girls in white lab coats, likely in a medical or science setting. The girl on the left has long, curly brown hair and is whispering into the ear of the girl on the right, who has straight brown hair. Both are smiling and looking towards the right. The background is dark and out of focus. The text is overlaid in white on the right side of the image.

“Many great communicators focus on making themselves look smart. Great listeners are more interested in making their audiences feel smart.”

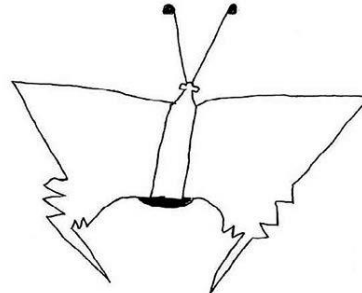


Agenda

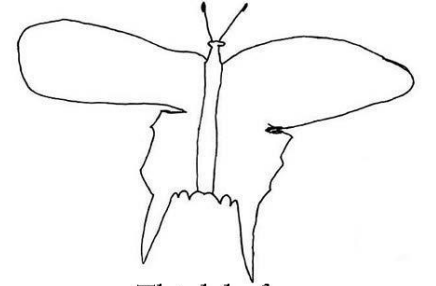
- ✓ Individual Rethinking
- ✓ Interpersonal Rethinking
- Collective Rethinking



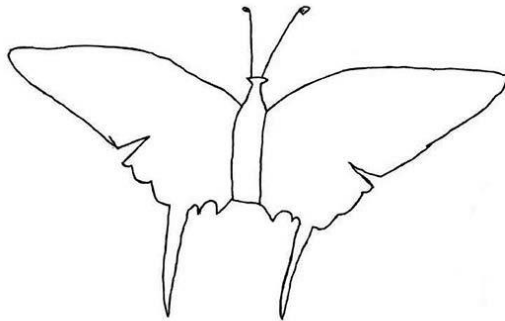
First draft



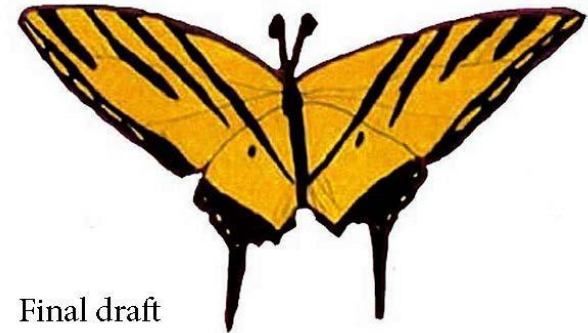
Second draft




Third draft



Fourth draft



Final draft



“There are two types of people, those who divide the world into two kinds of people and those who don’t!” - Robert Benchley



“I screwed that up.” –

Dave Cooper, retired Navy SEAL