



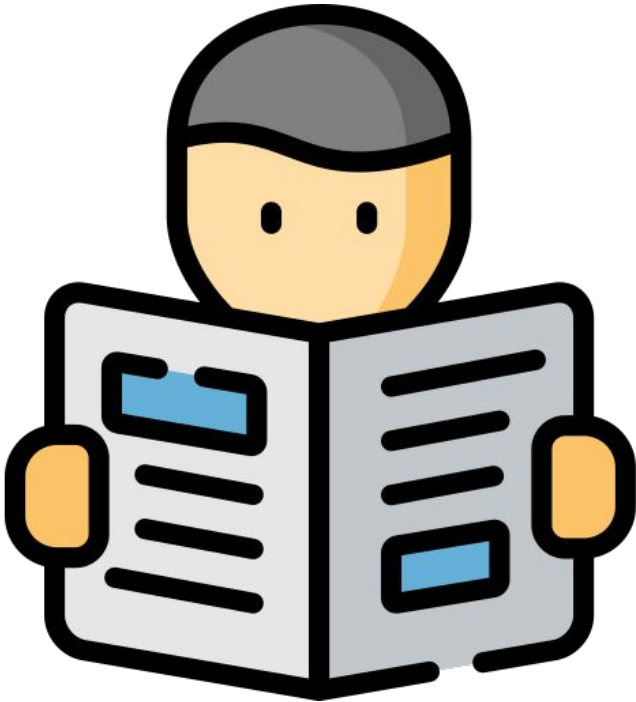
Welcome to the Eaglelite Book Club

Meeting Plan



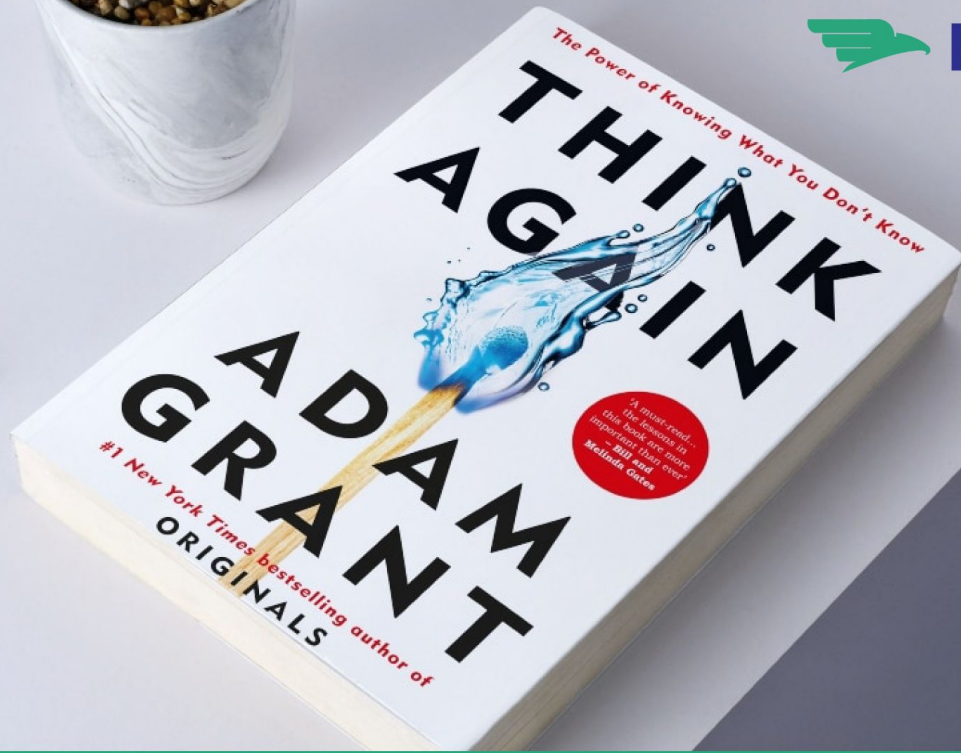
- Welcome -Moderator
- Introductions (optional)
- About the Book Club
- Book review- 30mins
- Reflections and reactions (20mins)
- About Eaglelite Associates

About the Book Club



- Will be part of a team that will be supported to improve their reading culture through peer mentorship
- Get opportunities to lead book reviews or share learnings with the larger network of people from various professions
- Have guaranteed slots in organized book review meetings with associated benefits
- Deep dive sessions where dig deeper into the book.

Will be meeting **on the last Saturday of every month**



EAGLELITE BOOK CLUB

"Learning Together"

Reviewer:



Allan Kakinda

Co-founder and Executive Coach,
Eaglelite Associates



Book: Think Again by Adam Grant



Online through Zoom:

Register here: <https://bit.ly/EagleliteBookReview>



Date: Saturday, 28th May 2022



Time: 17:00 Hours (East African Time)

Author:

Adam Grant

Reviewer:

Allan Kakinda,
Co-founder, Eaglelite
Associates

About the Author



Wharton professor and best-selling author **Adam Grant** discusses the value of rethinking in our personal lives, our interpersonal interactions, and our collective actions.

Through engaging stories and deep analysis, he shows us the value of thinking like a scientist and re-examining what we know as a pathway to leading a more fulfilling life.

Book Chapters

I. Individual Thinking

Updating our own views

1. **A preacher, a prosecutor, a politician and a scientist** walk into your mind
2. **The Armchair quarterback and the impostor**
3. **The Joy of Being Wrong**
4. **The Good Fight Club**

II. Interpersonal thinking

Opening other people's minds

5. **Dance with foes:** How to win debates and influence people
6. **Bad blood on the diamond:** Diminishing prejudice by destabilizing stereotypes
7. **Vaccine whispers and mild mannered interrogators:** How the right kind of listening motivates people to change

III. Collective Rethinking

Creating communities of lifelong learners

8. **Charged conversations:** Depolarizing our charged conversations.
9. **Rewriting the text book:** Teaching students to question knowledge.
10. **That's not the way we have always done it:** Building cultures of learning at work

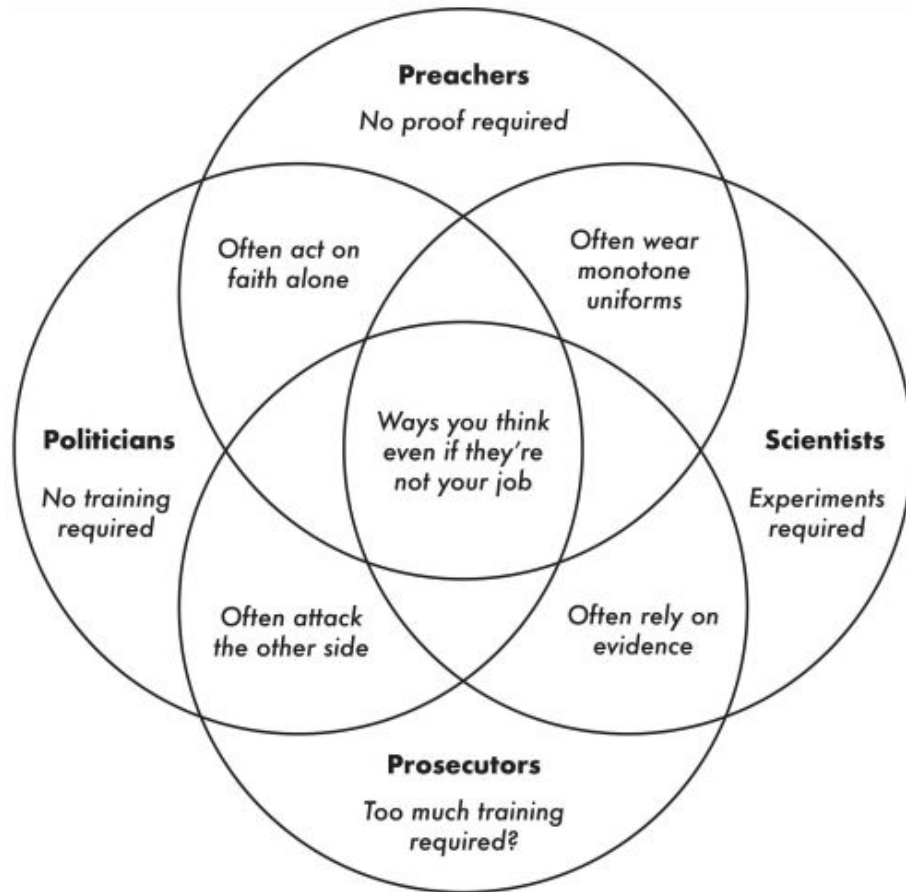


01

Individual Thinking

The 4 Common Mindsets

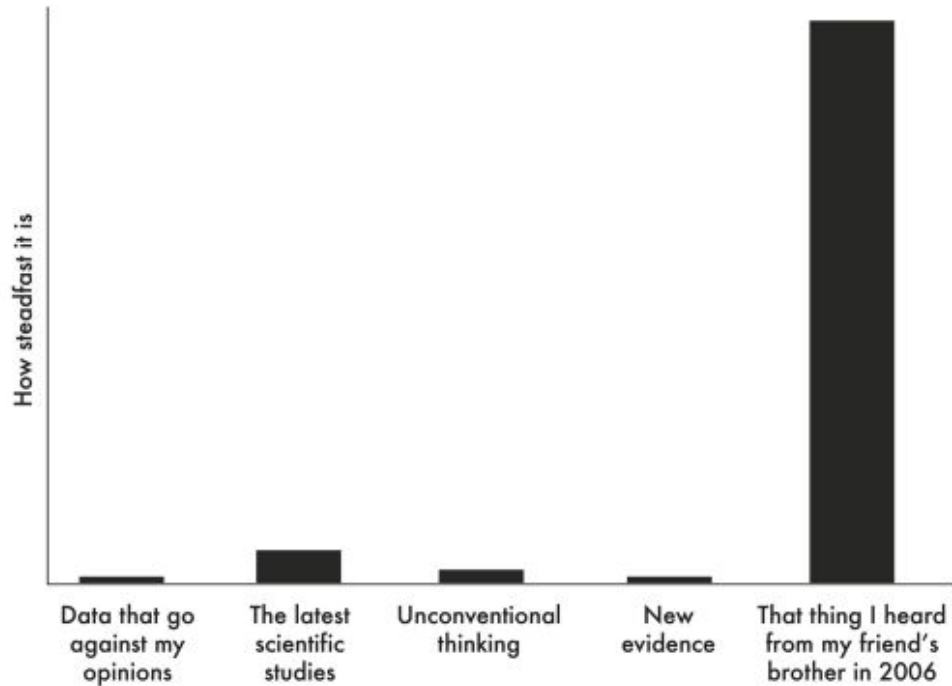
We think, talk and interact using 4 different mindsets:



1. **Preacher:** When our values or beliefs are at stake. We give sermons to defend and promote our ideas.
2. **Prosecutor:** When seeing flaws in other people's thinking. We use arguments to prove them wrong & win.
3. **Politician:** When we want to win people over. We focus on winning approval at the expense of all else.
4. **Scientist:** When we accept how little we know. We form hypotheses, run experiments, and consistently rethink our understanding of the world and others based on new knowledge.

Biases and Fallacies

BELIEFS I STAND BY

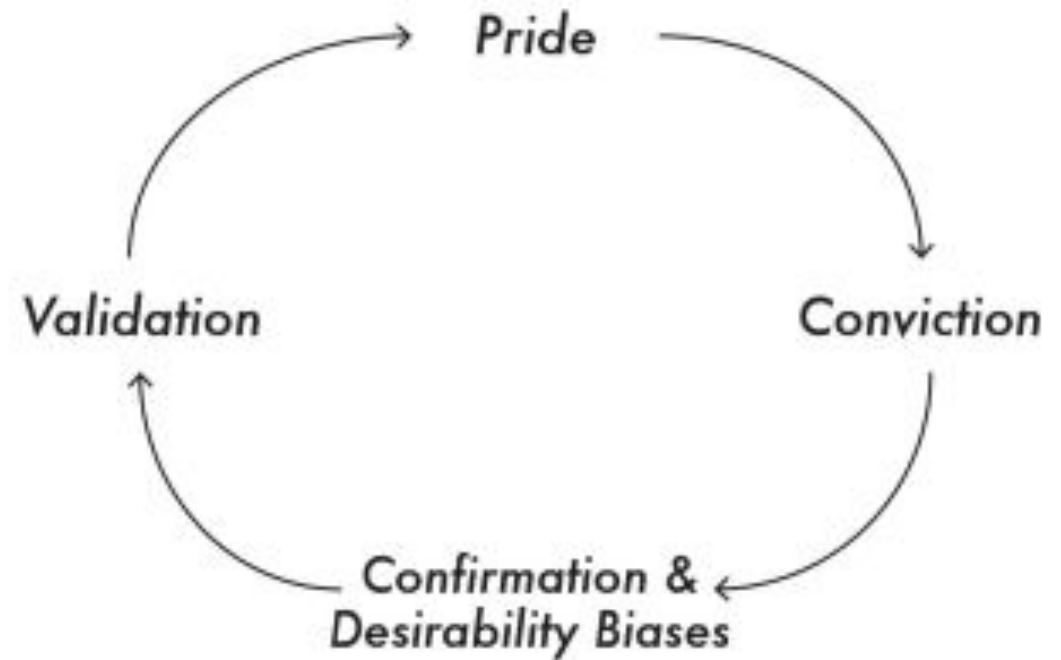


- **First-instinct fallacy:** Tendency to believe your first thought, idea, or answer is closer to the truth than revised thoughts, ideas, and answers.
- **Desirability bias:** Our tendency to see what we want to see.
- **Confirmation bias:** Our tendency to seek out information that confirms our preexisting beliefs.
- **Overview effect:** The ability of experiences like seeing earth from space or traveling the world to open or minds to how connected everyone and everything our planet is.
- **Binary bias:** Our tendency to seek clarity and closure by simplifying complex ideas and situations into two categories.

THE RETHINKING CYCLE



THE OVERCONFIDENCE CYCLE



The Rethinking Cycle

Scientific thinking favors humility over pride, doubt over certainty, curiosity over closure. When we shift out of scientist mode, the rethinking cycle breaks down, giving way to an overconfidence cycle.

If we're preaching, we can't see gaps in our knowledge: we believe we've already found the truth. Pride breeds conviction rather than doubt, which makes us prosecutors: we might be laser-focused on changing other people's minds, but ours is set in stone. That launches us into confirmation bias and desirability bias.

We become politicians, ignoring or dismissing whatever doesn't win the favor of our constituents—our parents, our bosses, or the high school classmates we're still trying to impress. We become so busy putting on a show that the truth gets relegated to a backstage seat, and the resulting validation can make us arrogant. We fall victim to the fatcat syndrome, resting on our laurels instead of pressure-testing our beliefs.

Part I Wrap Up



*“The purpose of learning isn’t to affirm our beliefs; **it’s to evolve our beliefs.**”*

*“When ideas survive, it’s not because they’re true – **it’s because they’re interesting. What makes an idea interesting is that it challenges our weakly held opinions.**”*

Being attached to ideas or beliefs prevents us from rethinking them. How do we detach:

1. *Detach your present from your past*
2. *Detach your opinions from your identity.*

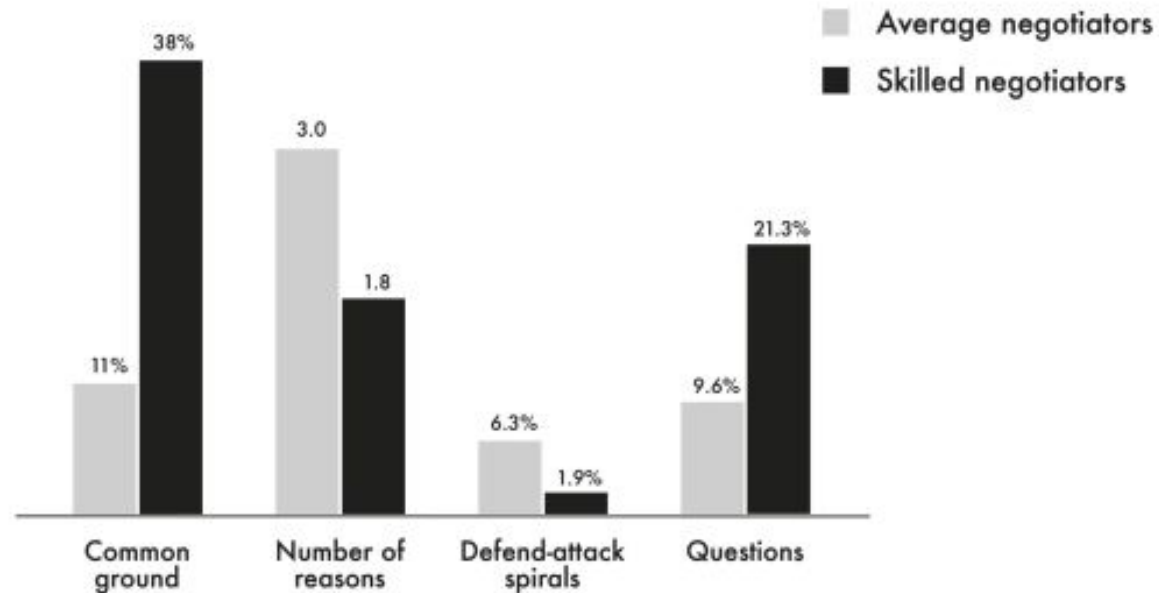
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Interpersonal thinking

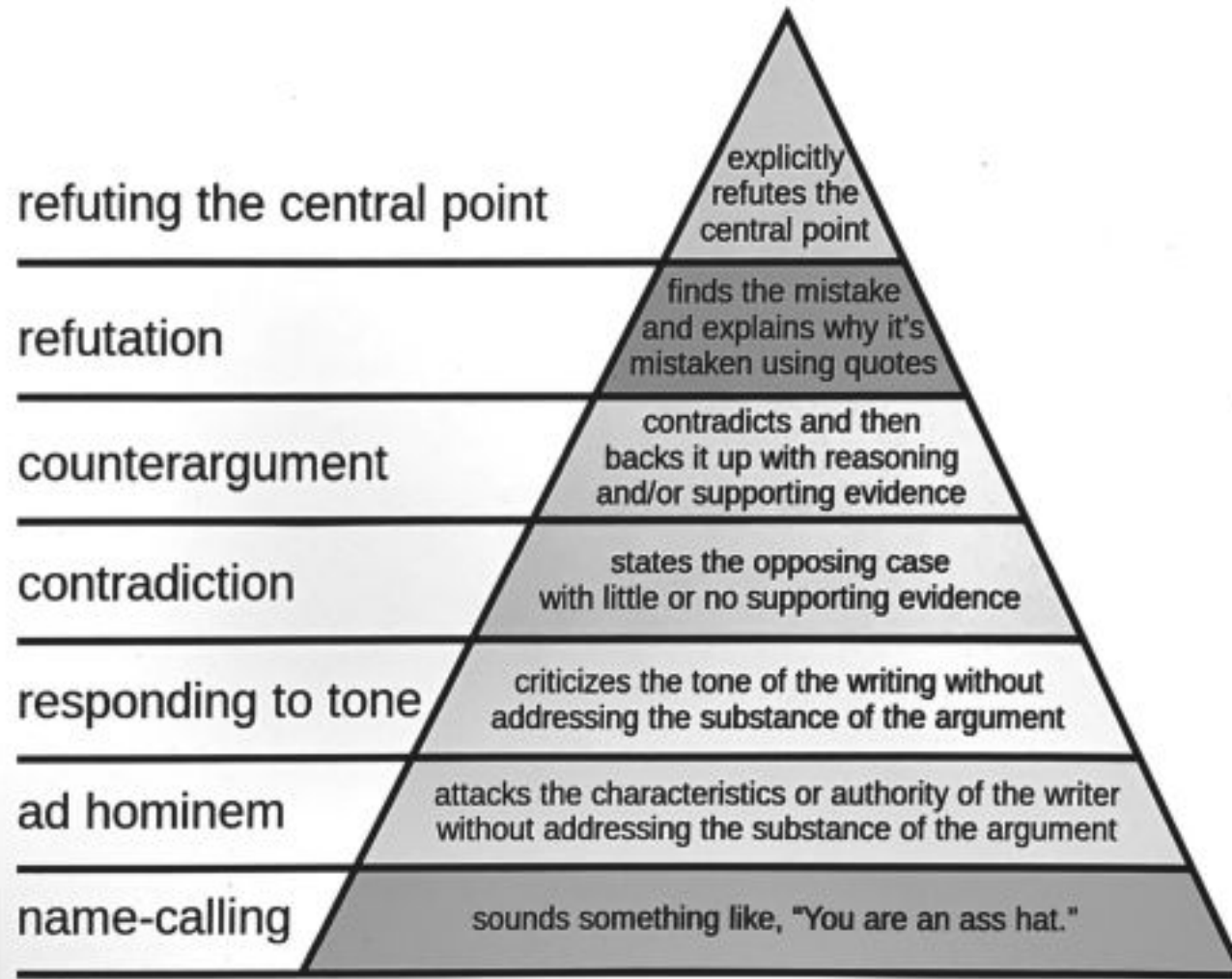


*When we're trying to persuade people, we frequently take an adversarial approach. Instead of opening their minds, we effectively shut them down or rile them up. - **Adam Grant***

WHAT SKILLED NEGOTIATORS DO DIFFERENTLY



Hierarchy of disagreement



- Created by Computer Scientist Paul Graham, this pyramid shows the different levels of disagreement.
- Highest form of argument is refuting the central point while the lowest form is name-calling
- If you constantly find yourself using the tactics near the bottom of the hierarchy, it may be time to rethink your approach.

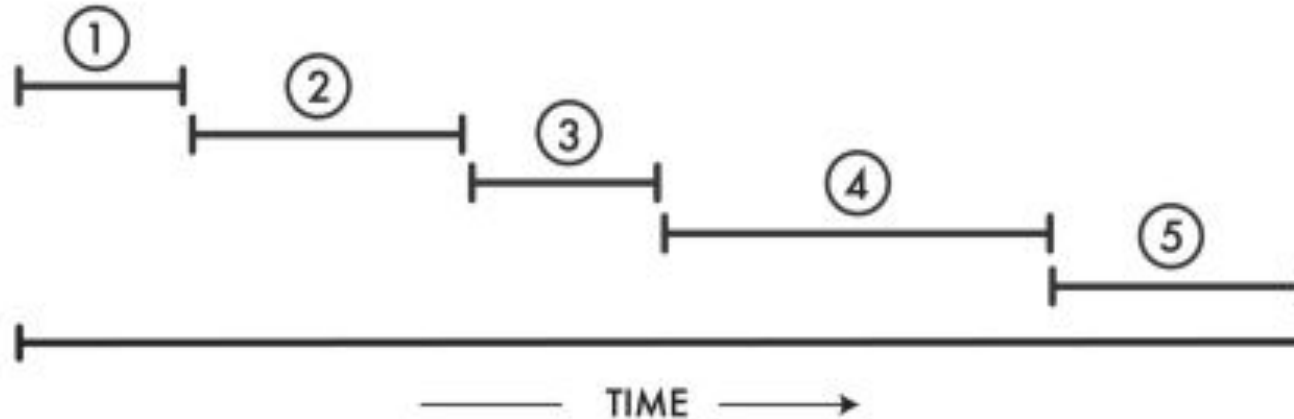
Bad blood on the diamond

- Strong opinions like stereotypes and prejudice are less likely to be reconsidered.
- We identify with our group or tribe. We distinguish ourselves from our adversaries—they are everything we are not.
 - We preach the virtues of our side.
 - We prosecute the vices of our rivals.
- As social beings, we are motivated to seek belonging and status. Group identification helps us achieve these goals.

Solutions

- **The overview effect:** Astronauts experience space travel gain a unique understanding of humanity. After seeing Earth from above, their perspective changes and they see the commonality of our existence.
- **Counterfactual thinking:** considering alternative realities, imagining different circumstances and outcomes.

STEREOTYPE TIMELINE



- ① Having an experience: A kid with a mohawk stole my bike
- ② Forming a stereotype: Kids with mohawks are thieves
- ③ Having a new experience: A kid with a mohawk was nice to me
- ④ Questioning the stereotype: Maybe mohawk kids aren't so bad?
- ⑤ Questioning stereotypes in general: You can't judge a kid by his cover

BAD MOTIVATION

B I N G O

Scare tactics	Withholding love	Telling me it's for my own good	Trying to make it seem like it was my idea
Yelling	Demeaning	Withholding support	Lecturing
Manipulation	Not listening to what I have to say	Dismissing my feelings	Dismissing my ideas
Belittling me	Withholding respect	Passive-aggressiveness	Shaming

Motivational Interviewing

Motivational interviewing starts with an **attitude of humility and curiosity**. We don't know what might motivate someone else to change, but we're genuinely eager to find out. **The goal isn't to tell people what to do; it's to help them break out of overconfidence cycles and see new possibilities.**

The process of motivational interviewing involves three key techniques:

- Asking open-ended questions
- Engaging in reflective listening
- Affirming the person's desire and ability to change

Part II: Wrap up



- Always try to establish **common ground**
- In debates and arguments, **focus on refuting the central point**
- To deal with stereotypes and prejudices, use the **overview effect and counterfactual thinking**
- When attempting to change people's minds, focus on using **motivational thinking**



03

Collective Thinking

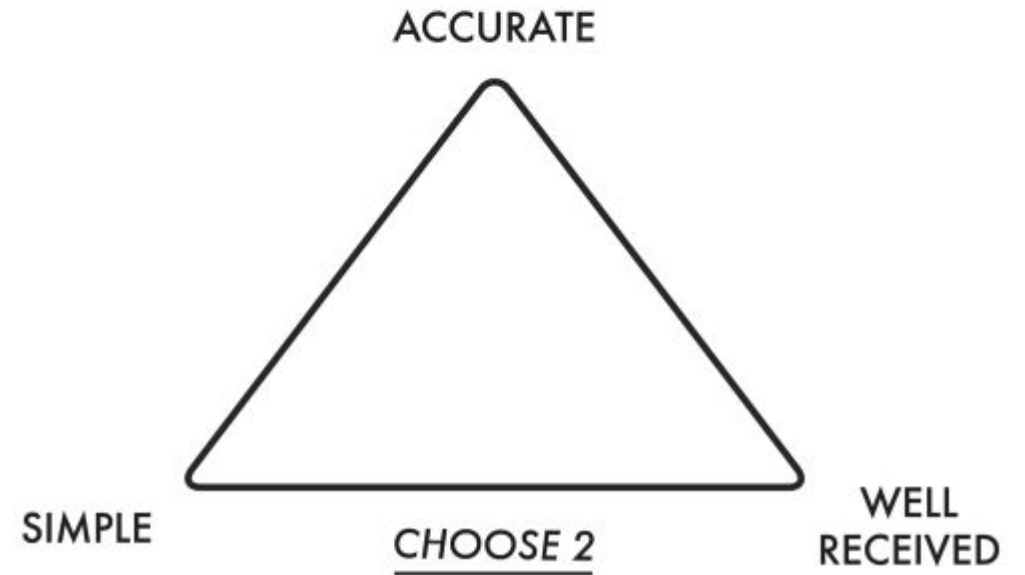
Charged Conversations

When it comes to discussing complex issues, we often fall victim **binary bias**,

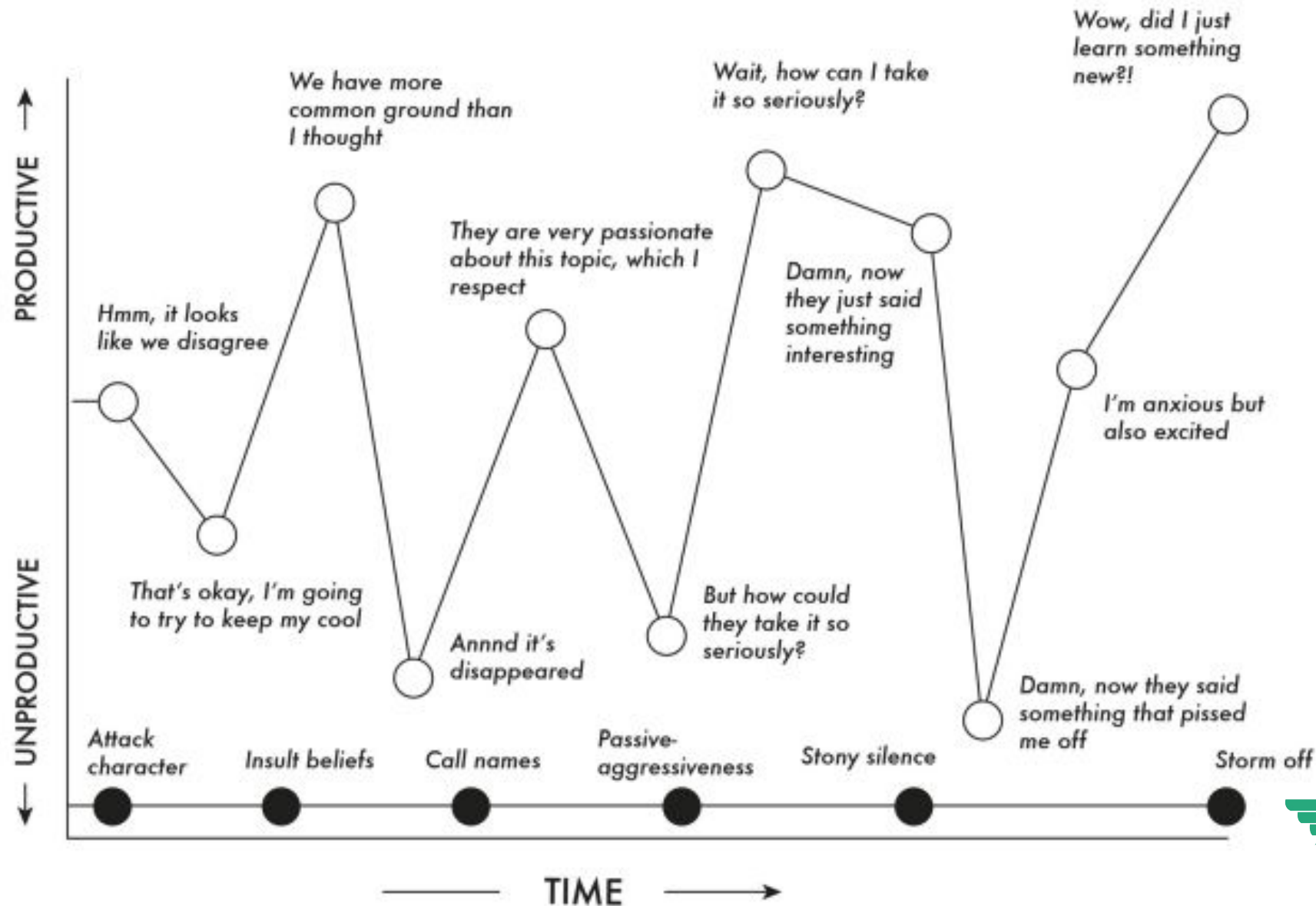
By framing an issue as only having two sides, we force people to talk one side or the other, despite a continuum of complexity.

While this type of framing can help rile up people on your side, it does very little for helping other rethink an issue. **We can do better by “complexifying,” which involves highlighting the range of perspectives on a given topic.**

TALKING ABOUT CHARGED TOPICS



PRODUCTIVE vs. UNPRODUCTIVE CONVERSATION



“Achieving excellence in school often requires mastering old ways of thinking. Building an influential career demands new ways of thinking.”

School

In school,

- it's the people who study hard,
- memorize information,
- and get the right answers in the world.

Real World

- The real world is more complex.
- There often aren't any right answers.
- We're faced with new problems with ambiguous solutions, and if we're stuck in the cycle of looking for the right answer, we may not have the mental flexibility to solve hard, ambiguous problems.

Learning Culture

An organization with a culture of learning requires at least two things – psychological safety and accountability.

- **Psychological safety** is about creating an environment of trust, respect, and openness where people can raise concerns and ideas without the fear of being reprimanded.
- **Accountability is about process accountability** – ensuring that in the process of designing experiments or creating something, people have gone through a process that allows for a good chance of making the best decision.

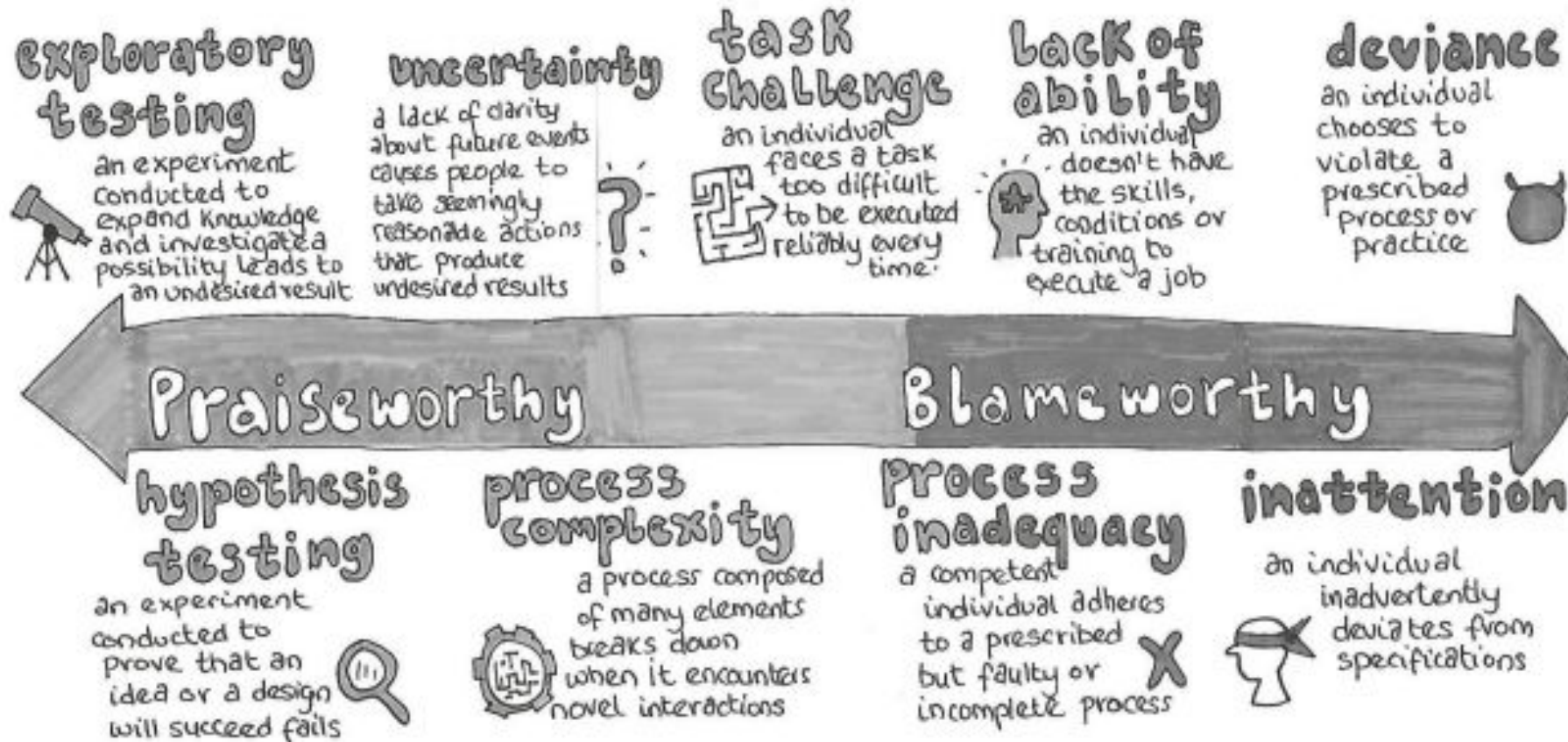
PSYCHOLOGICAL SAFETY

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>

A SPECTRUM OF REASONS FOR FAILURE



© Hayley Lewis, Sketchnote summary of *A Spectrum of Reasons for Failure*. Illustration drawn May 2020. London, United Kingdom. Copyright © 2020 by HALO Psychology Limited.

Discovering Passions

"Passions are often developed - not discovered."

You don't think your way into your passions. **Passions are often born in trying things, in action.** The more you do, the more you learn about what fills your bucket. And this can lead you to new passions you may have never discovered otherwise if you close your mind and stop exploring.

It's important to remember that there are multiple ways to get to some outcome, and there are also multiple starting places from which you can get to an outcome. **Don't close your mind to "one path."**



Part III: Wrap up



- Complexifying is important when dealing with charged topics.
- Psychological safety and accountability are very important for lifelong learning
- Passions are developed not discovered.



Eaglelite
Associates

Your Effectiveness... Our Purpose

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Who we are:

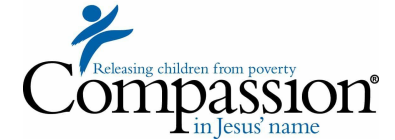
We are a **leadership consultancy** and **performance coaching and management** company.

We work with organizations and individuals; **empowering them to improve their effectiveness at work and in their work.**

We partner with and empower professionals in a range of areas to enable positive change to occur. We are building a movement of professionals determined to promote a culture of effectiveness and excellence in their areas of influence.

Led several **leadership development programs, change initiatives, strategic projects and performance improvement and coaching programs** with a **growing list of leading national and international institutions from different sectors:**

International Institutions:



Government Institutions & Universities:



Non-profits & Churches:



For Profit Organizations:



How can we partner with you?



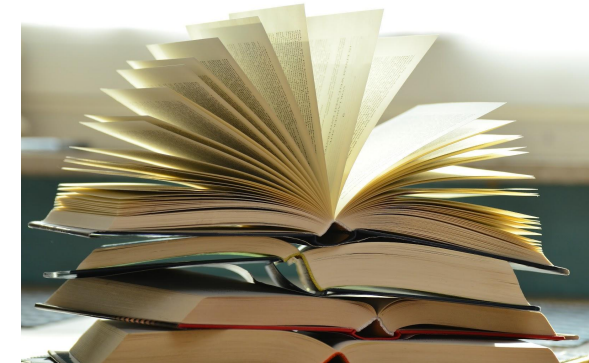
Personal/Group Development Coaching:

We work with individual or groups of people through various aspects of their lives and help them win at work.



Organizational Capacity Building:

We conduct organizational operational & capacity assessments and work with your team to improve your effectiveness.



Online Courses:

We will be soon launching the Executive Assistant's academy along with several other online courses on leadership and being great workers.