

Summary

“Edward Hess and Katherine Ludwig make some pretty compelling arguments about what skills it will take to be relevant in the Smart Machine Age that is upon us. It is well documented that human rationality is a myth because we cannot separate our thinking from our emotions. Generally speaking, we are cognitively blind, confirmation-seeking, reflexive thinkers, and emotionally defensive. Our fears and our egos impede our ability to truly think to our maximum capabilities, and this weakness will be exploited in the Smart Machine Age.

Robots, computers, and other artificial intelligence are not subject to the same human limitations. Hess and Ludwig argue that head-to-head with machines, humans will always come up second best when it comes to knowledge-based tasks. They have deeper reservoirs of knowledge and they are simply faster than us. But where we have the advantage over them is in our need and ability to relate to each other (if we let ourselves)

The Smart Machine Age will usher in an era where the smartest humans are not those that have the deepest knowledge. New Smart is defined by the quality of your thinking, your listening abilities, your relating abilities, and your overall willingness to collaborate. But you can only get to this point if you consistently strive for humility. Without Humility, Hess and Ludwig argue that you won't be able to do the hard work to quiet your ego, manage yourself, and thus listen and connect deeply with others. The Smart Machine Age is upon us. Read this book if you are interested in practicing the skills necessary to remain relevant.

Introduction

- Wages for average production and nonsupervisory workers as of 2013 were 13% less than in 1973 (adjusted for inflation)
 - Productivity during this same time has grown 107%
 - Income inequality is at levels not seen since 1929
- There is a high probability that technology will replace 47% of US jobs or displace as many as 80 million US workers within the next 10 to 20 years
- The Smart Machine Age (SMA) skills that we will need to compete in this future: **(1) critical thinking, (2) innovative thinking, (3) creativity, and (4) high emotional engagement with others**
- The jobs available for humans will require high-level thinking, creativity, and high emotional intelligence
- What Can We Do: **(1) Quiet our Ego (2) Manage ourselves (thinking and emotions) (3) Listen reflectively (4) otherness - connect and relate to others**
- To be NewSmart is to excel at the highest level of thinking, learning, and emotionally engaging with other that one is capable of doing.
- Two big inhibitors to quality thinking, learning, and engaging with others is **(1) ego and (2) fear**

Humility

- Represents a mindset about oneself that is open-minded, self-accurate, and “not all about me,” and that enables one to embrace the world as it “is” in the pursuit of human excellence
- Humility is a mindset that results in not being so self-centered, ego-defensive, self-enhancing, self-promotional, and closed-minded
- Humility is the gateway to human excellence in the SMA
- Humility includes a strength to forget the self and is often reflected in modesty

The Smart Machine Age: A New Game Requires New Rules

- Humans can no longer add value by merely accumulating or analyzing knowledge
- As humans our strong inclination is to be confirmation-biased and emotionally defensive thinkers
- Another crucial point to understand about human thinking is that reason cannot be separated from emotional processes, and thus rationality is a myth
- In general, we are cognitively blind, confirmation-seeking, and emotionally defensive, and reflexive thinkers
 - We operate more like a defensive closed system than a system open to disconfirming information, differing opinions, or new information that may challenge our stories about who we are and how the world works or to experimenting and opening ourselves up to learning from mistakes and failures
- Four key behaviors **(1) Quieting Ego (2) Managing Self** (one’s thinking and emotions) **(3) Reflective Listening** and **(4) Otherness** (emotionally connecting and relating to others).

New Smart: A New Definition of “Smart”

- NewSmart is excelling at the highest level of thinking, learning, and emotionally engaging with others that one is capable of doing
 - The quality of your thinking, listening, collaborating, and learning
 - How good you are at “not” knowing and decoupling your beliefs (not values) from your ego
 - How good you are at being open to continuing stress testing your beliefs about how the world works
 - How good you are at trying out new ideas and ways to accomplish your objectives and learning from those experiments
- The following five principles exemplify NewSmart:
 1. I’m defined not by what I know or how much I know, but by the quality of my thinking, listening, relating, and collaborating

Raw Notes on Edward Hess and Katherine Ludwig – *Humility is the New Smart*

2. My mental models are not reality - they are only my generalized stories of how my world works
 3. I'm not my ideas, and I must decouple my beliefs (not values) from my ego
 4. I must be open-minded and treat my beliefs (not values) as hypotheses to be constantly tested and subject to modification by better data
 5. My mistakes and failures are opportunities to learn
- Perfectionism is, at its core, about trying to earn approval. Most perfectionists grew up being praised for achievement and performance (grades, manners, rule-following, people pleasing, appearance, sports). Somewhere along the way, they adopted this dangerous and debilitating belief system: "I am what I accomplish and how well I accomplish it. Please. Perform. Perfect.

Smart Machine Age Skills

- **Quieting ego** is how we can deliberately work to reduce our reflexive emotional defensiveness
 - Mindfulness is the most effective way to quiet our ego
 - Learn to pay attention in a particular way, on purpose, in the present moment, and nonjudgmentally
 - Eventually you train yourself to control what you attend to, and you learn not to self-identify with all your thoughts or feelings
 - In mindfulness, we start to see the world as it is, not as we expect it to be, how we want it to be, or what we fear it might become
 - Mindfulness teaches us how to slow down our automaticity - our reflexive way of trying to quickly interpret inputs so it fits with our existing beliefs
- **Managing Self (thinking and emotions)** comes to the forefront when you simply SLOW DOWN
 - Learn to engage your system 2 thinking
 - Our thinking and learning are limited by cognitive biases, emotional defensiveness, ego, and fear
- **Reflective Listening** is all about being totally focused on the speaker with an open mind
 - Reflective listening is system 2 listening
- **Otherness** - emotionally connecting and relating to others
 1. Be present
 2. Be genuine
 3. Communicate affirmation
 4. Listen effectively
 5. Communicate support

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Old Smart	New Smart
I know	I'm good at not knowing
I tell	I ask
Defend my views	Improve my view
Seek confirmation	Seek truth
Closed mind	Open mind
Insecure if beliefs are challenged	Insecure if beliefs are NOT challenged
Mistakes are bad	Mistakes are learning opportunities
Perfectionism	Learning

Old Cultural Ways	New Cultural Ways
Individuals win	Team wins
Play cards close to the chest	Transparency
Highest ranking person can trump	Best idea or argument wins
Listening to confirm	Listening to learn
Telling	Asking questions
Knowing	Being good at not knowing
IQ	EQ and IQ
Mistakes are always bad	Mistakes are learning opportunities
Compete	Collaborate
Self-promote	Self-reflect