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## Book Review

# Think Again: The Power of Knowing What You Don't Know by Adam Grant

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- Reviewer: S. Sathyanarayana

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**JEL Classification Code:** Y30

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In “Think Again: The Power of Knowing What You Don't Know,” Adam Grant, organisational psychologist, and bestselling author delivers a timely and thought-provoking exploration of the importance of intellectual humility in an age marked by uncertainty and rapid change. Released in 2021, this insightful work serves as a much-needed antidote to the pitfalls of overconfidence and closed-mindedness that often hinder individual and organisational progress.

At its core, “Think Again” challenges readers to reassess their beliefs, question their assumptions, and embrace a mindset of continuous learning and growth. Drawing upon a rich tapestry of research from psychology, sociology, and cognitive science, Grant argues that the ability to “think again” is not only a hallmark of intellectual curiosity but also a fundamental driver of innovation and adaptability.

One of the book's central tenets is the concept of “rethinking,” which entails actively seeking out new information, entertaining opposing viewpoints, and being willing to revise one's opinions considering evidence. Through compelling anecdotes and real-world examples, Grant demonstrates how individuals and organisations that prioritise rethinking are better equipped to navigate complexity, mitigate risk, and seize emerging opportunities.

Moreover, “Think Again” sheds light on the cognitive biases and social pressures that often impede rational decision-making and hinder intellectual growth. Grant explores phenomena such as confirmation bias, motivated reasoning, and groupthink, highlighting the importance of cultivating self-awareness and cognitive flexibility to overcome these obstacles.

Another key theme in “Think Again” is the role of constructive feedback and dissent in fostering innovation and excellence. Grant argues that environments characterised by psychological safety and a culture of respectful disagreement are fertile grounds for creativity and problem-solving. By embracing dissenting voices and soliciting diverse perspectives, individuals and organisations can challenge conventional wisdom, uncover blind spots, and drive meaningful change.

Besides, “Think Again” offers practical strategies for cultivating a mindset of continuous learning and adaptation. Grant provides actionable advice on how to become a more effective re-thinker, including

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techniques for soliciting feedback, fostering intellectual humility, and reframing failure as an opportunity for growth.

In addition to its exploration of intellectual humility and the value of rethinking, “Think Again” also explores into the concept of unlearning. Grant argues that in an era marked by rapid technological advancements and paradigm shifts, the ability to unlearn outdated knowledge and habits is just as crucial as acquiring new skills and insights. By shedding the constraints of obsolete thinking patterns, individuals and organisations can adapt more readily to change and embrace innovation with open minds.

Furthermore, “Think Again” emphasises the importance of empathy and perspective-taking in fostering meaningful dialogue and collaboration. Grant emphasises the need for active listening and genuine curiosity when engaging with others, particularly those who hold divergent viewpoints. Through empathetic communication and a willingness to see the world through others’ eyes, individuals can bridge divides, build trust, and forge mutually beneficial relationships based on mutual respect and understanding.

“Think Again” highlights the role of psychological resilience in navigating uncertainty and overcoming setbacks. Grant acknowledges that the process of rethinking can be daunting, as it requires confronting uncertainty and vulnerability. However, he argues that by embracing a growth mindset and reframing challenges as opportunities for learning and self-improvement, individuals can cultivate the resilience needed to persevere in the face of adversity and emerge stronger on the other side.

Additionally, “Think Again” explores the intersection of ethics and decision-making, urging readers to consider the broader implications of their choices on society and future generations. Grant challenges conventional notions of success based solely on individual achievement or profit maximisation, advocating for a more holistic approach that prioritises ethical considerations and social responsibility. By aligning personal and organisational values with broader societal goals, individuals can contribute to a more sustainable and equitable future for all.

In summary, “Think Again” is a tour de force of intellectual inquiry that challenges readers to confront their assumptions, expand their thinking, and embrace uncertainty with courage and curiosity. Adam Grant’s engaging prose, coupled with his rigorous research and insightful analysis, makes this book a must-read for anyone seeking to thrive in an increasingly complex and dynamic world. Whether you are a business leader, educator, policymaker, or simply a lifelong learner, the lessons gleaned from “Think Again” are sure to inspire reflection, spark dialogue, and catalyse positive change.