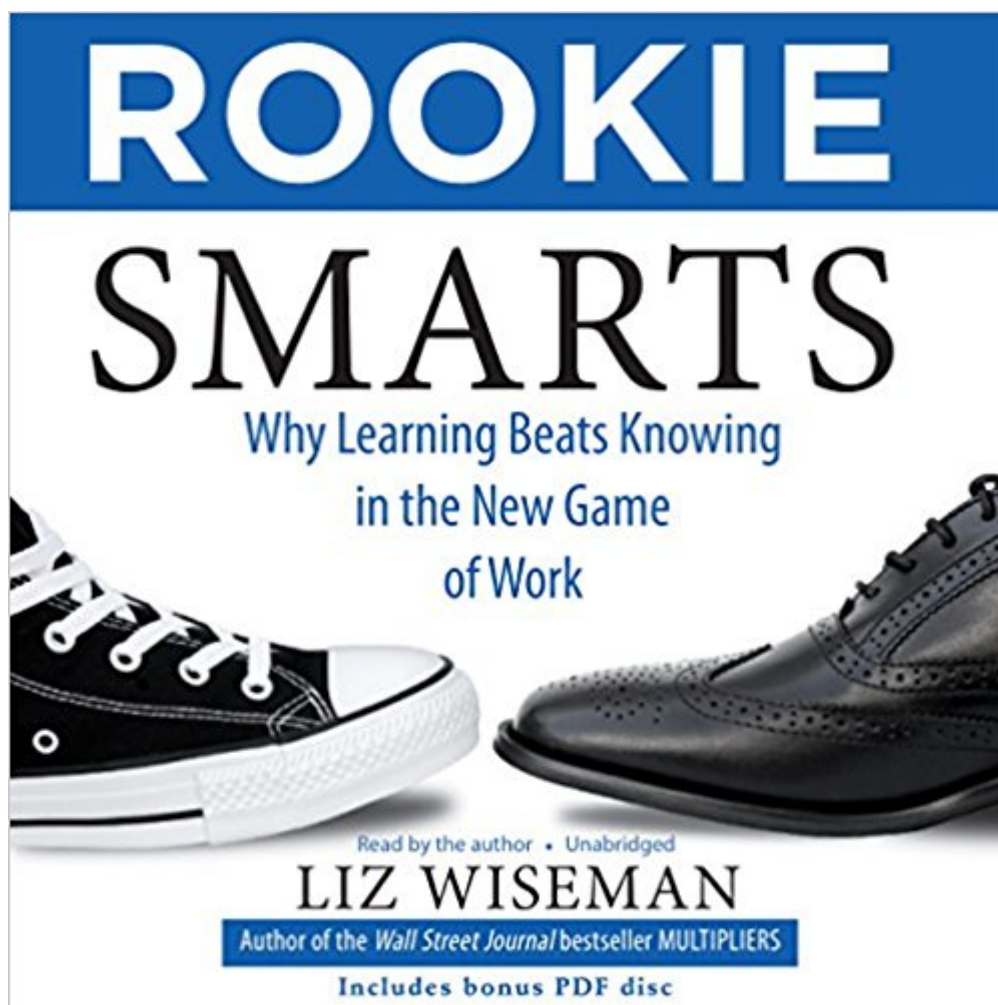


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# Rookie Smarts: Why Learning Beats Knowing In The New Game Of Work



## Synopsis

In a time of constant change, success depends on seeing the world through rookie eyes, and in this essential guide, the bestselling author of *Multipliers* explains why we are often at our best when we are doing something for the first time - and how to reclaim and cultivate this curious, flexible, youthful mindset called *Rookie Smarts*. In a rapidly changing world, experience can be a curse. Being new, naive, and even clueless can be an asset. Rookies are unencumbered, with no baggage to weigh them down, no resources to burden them, and no track record to limit their thinking or aspirations. For today's knowledge workers, constant learning is more valuable than mastery. Leadership expert Liz Wiseman argues that the most successful rookies are hunter-gatherers - alert and seeking, cautious but quick like firewalkers, and hungry and relentless like frontiersmen. Most importantly, she identifies a breed of leaders she refers to as "perpetual rookies." Despite years of experience, they retain their rookie smarts, thinking and operating with the mindsets and practices of these high-performing rookies. *Rookie Smarts* addresses the questions every experienced professional faces: Will my knowledge and skills become obsolete and irrelevant? Will a young, inexperienced newcomer upend my company or me? How can I keep up? The answer is to stay fresh, keep learning, and know when to think like a rookie. *Rookie Smarts* isn't just for professionals seeking personal renewal; it is an indispensable resource for all leaders who must ensure their workforces remains vital and competitive.

## Book Information

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## Customer Reviews

“Given the author’s experience it’s no shock that she offers an

exceptional guide to staying vital in the changing marketplace. . . . For readers who are struggling to catch up with changing business needs, this book is a must read. (Publishers Weekly) “Wiseman masterfully shows why novices can outdo veterans, expertise blinds us to fresh ideas, and the brilliance of newbies remains untapped. With sage insights and fascinating examples, *Rookie Smarts* is a must-read. (Adam Grant, Wharton professor and bestselling author of *Give and Take*) *Rookie Smarts* gives you a practical roadmap to rediscovering the open, curious, creative mind inside you. If you want to be a learning machine, improving and growing every year, this is the book for you. (Laszlo Bock, SVP of People Operations, Google, Inc. and author of *Work Rules!*) Agility, resilience, grit, and a growth mindset--these are the skills effective leaders need in a changing world. In *Rookie Smarts*, Wiseman shows leaders at every age and at every stage of their careers how to master these skills (Dave Ulrich, Rensis Likert Professor of Business, University of Michigan & Partner, the RBL Group) Wiseman’s brilliant and unusually imaginative gem shows you how to keep learning and questioning even your most prized beliefs, how to avoid becoming a boring clone condemned to marching in lock-step with your equally dull colleagues, and how to build vibrant workplaces (Robert Sutton, Stanford Professor and co-author of *Scaling Up Excellence*) “both a rich and rewarding read and a practical guide for individual leaders and for those responsible for developing talent in their organization. (Developing Leaders) --This text refers to the Hardcover edition.

Is it possible to be at your best even when you are underqualified or doing something for the first time? Is it still possible, even after decades of experience, to recapture the enthusiasm, curiosity, and fearlessness of youth to take on new challenges? With the right mindset with *Rookie Smarts* you can. In a rapidly changing world, experience can be a curse. Careers stall, innovation stops, and strategies grow stale. Being new, naive, and even clueless can be an asset. For today’s knowledge workers, constant learning is more valuable than mastery. In this essential guide, leadership expert Liz Wiseman explains how to reclaim and cultivate the curious, flexible, youthful mindset called *Rookie Smarts*. Wiseman reveals the different modes of the rookie mindset that lead to success: Backpacker: Unencumbered, rookies are more open to new possibilities, ready to explore new terrain, and don’t get stuck in yesterday’s best practices. Hunter-Gatherer: Rookies seek out experts and return with ideas and resources to address the challenges they face. Firewalker: Lacking situational confidence, rookies take small, calculated steps, moving fast and seeking feedback to stay on track. Pioneer: Keeping things simple and focusing on meeting core needs, rookies improvise and work tirelessly while pushing

boundaries. *Rookie Smarts* addresses the questions every experienced professional faces: Will my knowledge and skills become obsolete and irrelevant? Will a young, inexperienced newcomer upend my company or me? How can I keep up? The answer is to stay fresh, keep learning, and know when to think like a rookie. --This text refers to the Hardcover edition.

I truly enjoy books like *Rookie Smarts* by Liz Wiseman because it provides the basis to reframe what are arguably common events in our life. Speaking purely from a neuroscience perspective, we know that we give occurrences and experiences in our life meaning. These meanings are stored along with the events and provide a disposition for future similar events. Over a period of time, veterans have an accumulation of meaning from all of these events and bring them forward to their next task. These emotions and meanings are wrapped up so tightly that it is difficult to see the task at hand through all of our "baggage". As a rookie, we don't have all of this meaning and therefore can prosecute the task at hand and do the things we need to do and learn the things we need to learn to create success. For those of us that are looking for a spark in our every day life, *Rookie Smarts* gives us a new frame to pursue those endeavors, be at work or at home, in a new and refreshing way. Well done Liz.

This book describes how not knowing how to do something can make you more creative and effective than someone who might be very experienced.! I read it right when I began a new job and knew exactly what the author meant in stating that there is a distinct advantage to not being experienced and thinking that your way is the better way. It's a great book that I highly recommend.

The title first attracted me to this book. I have not read Ms. Wiseman's two other books but I plan to after reading *Rookie Smarts*. I felt like this book explained me and helped me see my previous experiences in a more appreciative light. I was never afraid to take a job where I had little knowledge in the specific industry because I knew I would work hard, listen to those with more experience and maintain a positive attitude. In fact, when I was 23 I moved almost 2,000 miles away from friends and family without a job lined up. I knew I would find a job because I wasn't afraid to work hard and I was a fast learner. It was the best experience of my life. Since then I have been a part of numerous teams working to accomplish a common goal. Most of the time, the goal had never been attempted before. I love the quote Ms. Wiseman shares in her book, "Some of the world's greatest feats were accomplished by people not smart enough to know they were impossible."  
-Doug Larson. I see other reviews about Ms. Wiseman glossing over the value of shared knowledge

and that it's a two-way street. It is a two-way street but I think her main point is the "rookie" mindset is what is most important. I have seen many "veteran" employees refuse to consider new ideas simply because it was easier for them to continue doing things the way they'd been done for years. I highly recommend this book to anyone who is debating a career move because it will inspire you in so many ways.

Rookie Smarts is a fantastic read full of practical advice that will help you connect with your inner rookie. As a longtime school leader, I know firsthand how exhausting the act of leading can be. Liz Wiseman's written advice helped me reframe and change my current paradigm. It affirmed the need to remove myself to recharge at times and give myself permission to embrace my inner rookie. It is a fun, inspiring read! I have bought copies for everyone on my team. It is guaranteed to be a book that is passed around and talked about for years to come.

"The value of inexperience may be a largely untapped resource" I find Rookie Smarts to be a sobering reminder that even the newest member of the team can bring more value than possibly a long time veteran. We may be overestimating the learning curve and missing an opportunity. I encourage you to purchase a copy of Rookie Smarts for everyone of your leaders. It will open their eyes to a concept they never knew existed.

I heard Liz Wiseman speak at the Willow Creek Leadership Summit. I bought the book because I wanted to dig deeper into what she had to say. I found myself at place in my leadership where it was easy to become complacent. I pastor a church that is doing well, but found myself and my leadership at a plateau. Rookie Smarts helped me to identify that I was on a plateau as well as give some practical advice and ways of looking at leadership to begin growing my leadership skills again. Rookie Smarts has helped me attack new challenges with Rookie intensity.

Very insightful! This book is based on an intriguing idea and Wiseman lays out her case very persuasively. This is something that should be explored more within organizations!

I enjoyed reading the book, and I have heard her speak in person. Both are consistent with each other. Liz has done a lot of research on active workplaces for those characteristics that help a rookie to thrive maybe even more than a more seasoned leader. She also covers rookie characteristics that can be developed in more seasoned people, and situations when those skill my or may not be

valuable. Well written and readable, and with some nice short videos by Liz and others at the end of each chapter (Kindle edition).

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