



“A Whole New Mind” – Daniel Pink
Published by Riverhead Books – Penguin Group
2006

Forward – Why I believe this work is so significant – Bob Littell

Almost 20 years ago during Futuristic Trends presentations I was making at the time, I predicted that one day far in the future, as historians looked back upon the first decade of the 21st Century, they would say that one concept within this period represented the most profound change in history for many industries – especially financial services. That concept was what I called, “When The World Goes Visual” - “WTWGV”.

With today’s more modern technology in mind, that would be when every phone call you receive, you will look up at the incoming telephone number flashed upon the large plasma screen above your tele-computer set (your telephone and computer will be ONE) and if you don’t recognize the name and phone number, you will first ask that person to identify him or herself **by name and company**, and **visually** by their actual image, or you will not take the call.

I reasoned that this most profound change would create a ‘middle ground’ between a telephone ‘voice-only’ call, and an actual ‘in-person’ meeting. A visual persona would in many cases and situations replace the need for a face-to-face meeting.

Although I still believe that this will be one of the most significant changes, WTWGV, now I recognize that it will be sub-set of what Daniel H. Pink details in his book, “A Whole New Mind” - a transformational shift from the ‘information age’ to the ‘conceptual age’. And many of the things Dan Pink points out in his book will impact and also be impacted by WTWGV.

With great research backing it up, Dan enlightens the reader with a transformation which is already underway. The Information Age was controlled by the left brain techies – computer programmers and other highly analytical types (“the knowledge worker”, the well-educated manipulator of information and deployer of expertise”) who were the only ones capable of making sense out of the new technologies and being able to make them work.

“The Last few decades have belonged to a certain kind person with certain kind of mind – computer programmers who could crank code, lawyers who could craft contracts, MBA’s who could crunch number. But the keys to the kingdom are changing hands. The future belongs to a very different kind of person with a very different kind of mind-

Creators and empathizers, pattern recognizers and meaning makers. These people – artists, inventors, designers, storytellers, caregivers, consolers, big picture thinkers – will now reap society’s richest rewards and share its greatest joys. “

“We are moving from an economy and a society built on the logical, linear, computerlike capabilities of the Information Age to an economy and a society built on the inventive, empathic, big-picture capabilities of what’s rising in its place, the Conceptual Age.”

“A Whole New Mind is for anyone who wants to survive and thrive in this emerging world – people uneasy in their careers or dissatisfied with their lives, entrepreneurs and business leaders eager to stay ahead of the next wave, parents who want to equip their children for the future, and the legions of emotionally astute and creatively adroit people whose distinctive abilities the Information Age has often overlooked and undervalued.”
“Thanks to an array of forces- material abundance that is deepening our nonmaterial yearnings, globalization that is shipping white-collar work overseas, and powerful technologies that are eliminating certain kinds of work altogether – we are entering a new age. It is an age animated by a different form of thinking and a new approach to life – one that prizes aptitudes that I call ‘high concept’ and ‘high touch’. High concept involves the capacity to detect patterns and opportunities, to create artistic and emotional beauty, to craft a satisfying narrative, and to combine seemingly unrelated ideas into something new. High touch involves the ability to empathize with others, to understand the subtleties of human interaction, to find joy in one’s self and to elicit it in others, and to stretch beyond the quotidian [usual] in pursuit of purpose and meaning.”

The Brain

Pink begins with a review of the brain and proposes that much of the transformation can be attributed to a realization of the power of the our right hemisphere which has, up until now, been relegated to second fiddle behind the other half –
“Our brains are divided into two hemispheres. The left hemisphere is sequential, logical, and analytical. The right hemisphere is nonlinear, intuitive, and holistic.”

The left hemisphere analyzes the details; the right hemisphere synthesizes the big picture. “In general the left hemisphere participates in the analysis of information” says neuroscience primer. “In contrast, the right hemisphere is specialized for synthesis; it is particularly good at putting isolated elements together to perceive things as a whole.”

“For instance, logic without emotion is a chilly, Spock-like existence. Emotion without logic is a weepy, hysterical world where the clocks are never right and the buses always late. In the end, yin always needs yang.”

Abundance, Asia, and Automation

“Drucker, as always, was spot-on. Knowledge workers and thinking style have indeed shaped the character, leadership, and social profile of the modern age. . . . Consider the tollbooths that any middle-class American must pass on his way to the land of knowledge work. Here are some examples: the PSAT, the SAT, the GMAT, the LSAT, the MCAT. . . . These tests have become important gatekeepers for entry into meritocratic, middle-class

society. They've created an SAT-ocracy – a regime in which access to the good life depends on the ability to reason logically, sequentially, and speedily. And this is not just an American Phenomenon. From entrance exams in the United Kingdom to cram schools in Japan, most developed nations have devoted considerable time and treasure to producing left-brained knowledge workers. . . .The L-Direct Thinking it nurtures and rewards still matters, of course. But it's no longer enough.”

What's causing the shift?

Abundance – Pink details a ‘story’ about a trip with family to a climate-controlled enclosed shopping center – the very zenith of modern plenty. After naming many of the top designer clothes lines, turns out that the purchase location was Target.

“Today, the defining feature of social, economic, and cultural life in much of the world is abundance. . . .Our left brains have made us rich. Powered by armies of Drucker’s knowledge workers, the information economy has produced a standard of living in much of the developed world that would have been unfathomable to our great-grandparents.”

Polly LaBarre – “The United States spends more on trash bags than ninety other countries spend on everything. In other words, the receptacles of our waste cost more than all of the goods consumed by nearly half of the world’s nations.”

Pink – But abundance has produced an ironic result: the very triumph of L-Directed Thinking has lessened its significance. The prosperity it has unleashed has placed a premium on less rational, more R-Directed sensibilities – beauty, spirituality, emotion.”

“In an age of abundance, appealing only to rational, logical, and functional needs is woefully insufficient. Engineers must figure out how to get things to work. But, if those things are not also pleasing to the eye or compelling to the soul, few will buy them. There are too many other options. Mastery of design, empathy, play and other seemingly ‘soft’ aptitudes is now the main way for individuals and firms to stand out in a crowded marketplace.”

Andrew Delbanco– “The most striking feature of contemporary culture is the unslaked craving for transcendence.”

“From the mainstream embrace of once-exotic practices such as yoga and meditation to the rise of spirituality in the workplace and evangelical themes in books and movies, the pursuit of purpose and meaning has become an integral part of our lives. People everywhere have moved from focusing on the day-to-day text of their lives to the broader context.”

“Abundance has freed literally hundreds of millions of people from the struggle for survival” . . . Robert William Fogel. . . and made it possible to extend the quest for self-realization from a minute fraction of the population to almost the whole of it”.

Asia – The computer programming they (internationals – India, China, etc.) do, while not the most sophisticated that multinational companies need, is the sort of work that

until recently was done almost exclusively in the United States – and that provided comfortable white-collar salaries of upward of \$70,000 a year. Now twenty-five year old Indians are doing it – just as well, if not better; just as fast if not faster – for the wages of a Taco Bell counter jockey... . . .”That’s one reason that more than half of the Fortune 500 companies now outsource software work to India.”

“Asia is now performing large amounts of routine, white-collar, L-Directed work at significantly lower costs, thereby forcing knowledge workers in the advanced world to master abilities that can’t be shipped overseas”.

Forrester research – *at least 3.3 million white-collar jobs and \$136 billion in wages will shift from the U.S. to low-cost countries like India, China, and Russia by 2015.*

Automation – *“these developments [medical advancements] are changing the emphasis of many medical practices –away from routine, analytical, and information-based work and toward empathy, narrative medicine, and holistic care.”*

“Automation has begun to affect this generation’s white collar workers the same way it did last generation’s blue-collar workers, requiring L-Directed professionals to develop aptitudes that computers can’t do better, faster, or cheaper.”

The Six Essential Aptitudes

Pink lays out six essential aptitudes (the six senses) on which professional success and personal satisfaction increasingly will depend.

“These are fundamentally human abilities that everyone can master – and helping you do that is my goal.” – Daniel Pink

1. Design – John Heskett –*“Design, stripped to its essence, can be defined as the human nature to shape and make our environment in ways without precedent in nature, to serve our needs and give meaning to our lives.”*

Design – that is **utility enhanced by significance** – has become an essential aptitude for personal fulfillment and professional success for at least three reasons.

- 1) *Thanks to rising prosperity and advancing technology, good design is now more accessible than ever, which allows more people to partake in its pleasures and become connoisseurs of what was once specialized knowledge.*
- 2) *In an age of material abundance, design has become crucial for most modern businesses – as a means of differentiation and as a way to create new markers.*
- 3) *As more people develop design sensibility, we’ll increasingly be able to deploy design for its ultimate purpose: changing the world.*

Paola Antonelli – curator of architecture and design, Museum of Modern Art

“Good design is a renaissance attitude that combines technology, cognitive science, human need, and beauty to produce something that the world didn’t know it was missing.”

Paul Thompson – director of Cooper-Hewitt Museum – NY City

“Manufacturers have begun to recognize that we can’t compete with the pricing structure and labor costs of the Far East. So how can we compete? It has to be with design?.”

Norio Ohga – former chairman of Sony

“At Sony, we assume that all products of our competitors have basically the same technology, price, performance, and features. Design is the only thing that differentiates one product from another in the marketplace.”

Pink – *“Consumers now spend nearly as much on decorative (and on functional) faceplates for their cell phones as they do on the phones themselves.”*

Exercise:

1. Choose a household item that annoys you in any way. 2. Go by a café with pen and paper – think about improving the poorly designed item.; 3. Send the idea/sketch as it is to the manufacturer of your annoying household item.

2. Story

Great example given demonstrating how much easier it is to remember ‘stories’ rather than figures. *Stories are easier to remember – because in many ways, stories are how we remember.*

Mark Turner – The Literary Mind – *“Rational capacities depend on it. It is our chief means of looking into the future, of predicting, of planning, and of explaining...Most of our experience, our knowledge and our thinking is organized as stories.”*

Stories have been given a bad rap by Hollywood, Bollywood, etc. Story has been treated as the less dependable younger sibling. Stories amuse – Facts illuminate. Stories divert – facts reveal. Stories are for cover – facts are for real. “Minimizing the importance of story places you in professional and personal peril”.

3. Symphony

“Symphony, as I call this aptitude, is the ability to put together the pieces. It is the capacity to synthesize rather than to analyze; to see relationships between seemingly unrelated fields; to detect broad patterns rather than to deliver specific answers; and to invent something new by combining elements nobody else thought to pair. Symphony is also an attribute of the brain’s right hemisphere in the literal, as well as the metaphorical, sense”

Like drawing, Symphony is largely about relationships. People who hope to thrive in the Conceptual Age must understand the connections between diverse, and seemingly separate, disciplines. They must know how to link apparently unconnected elements to create something new. And they must become adept at analogy – at seeing one thing in terms of another. Three types of people: *The Boundary Crosser, The inventor, the metaphor maker.*

The Boundary Crosser – *Most prevalent ‘prefix’ of our time – MULTI (Multi-tasking, multi-cultural, multi-media). While detailed knowledge of a single area once guaranteed success, today the top rewards go to those who can operate with equal aplomb in starkly different realms. I call these people – Boundary Crossers. They develop expertise in multiple spheres, they speak different languages, and they find joy in rich variety of human experience.*

Boundary crossers - reject either/or choices and seek multiple options and blended solutions.

The Inventor – *“The ability to forge these kinds of inspired, inventive relationships (e.g. Reese’s chocolate peanut butter cup, 3M Post-Stickum Notes) is a function of the right side of our brains.”*

“Most inventions and breakthroughs come from reassembling existing ideas in new ways.”

The Metaphor Maker- *“Lend me your ear” – a metaphor- the left brain would be alarmed but the right brain knows not to take it seriously.”*

Metaphor – *understanding one thing in terms of something else – an important element of Symphony.”*

“Certain kinds of software can sort these bits [of information] and offer glimpses into patterns. But only the human mind can think metaphorically and see relationships that computers could never detect.”

“Georges de Mestral noticed how burrs stuck to his dog’s fur and, reasoning metaphorically, came up with the idea for Velcro.”

“The material comforts brought forth by abundance ultimately matter much less than the metaphors you live by – whether, say, you think of your life as a ‘journey’ or as a ‘treadmill’ “The more we understand metaphor, the more we understand ourselves.”

Seeing the Big Picture

What [symphony] conductors and composers desire – what separates the long remembered from the quickly forgotten – is the ability to marshal these relationships into a whole whose magnificence exceeds the sum of its parts.”

“But the conceptual Age also demands the ability to grasp the relationships between relationships. This meta-ability goes by many names – systems thinking, gestalt thinking, holistic thinking. I prefer to think of it simply as seeing the big picture.”

“As a result, what has become more valuable is what fast computers and low-paid overseas specialists cannot do nearly as well: integrating and imagining how the pieces fit together.”

“. . .recent study found that self-made millionaires are four times more likely than the rest of the population to be dyslexic. They struggle with L-Directed Thinking and the linear, sequential, alphabetic, reasoning at its core. But as a blind person who develops a more acute sense of hearing, a dyslexic’s difficulties in one area lead him to acquire outsized ability in others.

Sally Shaywitz – Yale neuroscientist – “Dyslexics think differently. They are intuitive and excel at problem-solving, seeing the big picture, and simplifying. . They are poor rote recites, but inspired visionaries”. Charles Schwab and Richard Branson are two good examples who claim dyslexia as a secret to their success.

More and employers are looking for people who possess this aptitude. Sidney Harman is one of them. The eighty something multimillionaire CEO of a stereo components company says he doesn’t find it all that valuable to hire MBA’s. Instead I say, ‘Get me some poets as managers’. Poets are our original systems thinkers. They contemplate the world in which we live and feel obliged to interpret and give expression to it in a way that makes the reader understand how the world turns.

The capacity to see the big picture is perhaps most important as an antidote to the variety of psychic woes brought forth by the remarkable prosperity and plentitude of our times. Many of us are crunched for time, deluged by information, and paralyzed by the weight of too many choices. The prescription for these modern maladies may be to approach one’s own life in a contextual, big-picture fashion – to distinguish between what really matters and what merely annoys.”

Exercise – FACE – VASE –outline www.drawright.com

4. Empathy

“Empathy is the ability to imagine yourself in someone else’s position and to intuit what that person is feeling. It is the ability to stand in others’ shoes, to see with their eyes, and to feel with their hearts. Empathy isn’t ‘sympathy’ which is feeling bad for someone – it’s feeling with someone.”

Oprah Winfrey – “Leadership is about empathy. It is about having the ability to relate and to connect with people for the purpose of inspiring and empowering their lives.”

Daniel Goleman – **Emotional Intelligence**. “Goleman argues that emotional abilities are even more important than conventional intellectual abilities – and the world took to his message.” “Now [with the internet] even more so, . . .” The only aptitude that’s proven impossible for computers to reproduce, and very difficult for faraway workers connected by electrons to match, is Empathy. “People’s emotions are rarely put into words; far more often they are expressed through other cues”. “Just as the mode of the rational mind is words, the mode of the emotions is nonverbal.”

“Aphasics – people with damage to their brain’s left hemisphere that compromises their ability to speak and understand language – are exceptionally good lie detectors. By reading facial cues, Etcoff found, they can spot liars more than 70 percent of the time.” They can’t receive one channel of communication, they’re better at interpreting the other, more expressive channel”.

Ekman – “The Duchenne Smile” – A genuine smile involves two facial muscles: 1) the zygomatic major muscle, which stretches from the cheekbone and lifts the corners of the mouth; and 2) the outer part of the obicularis oculi muscle, which orbits the eye, and is involved in ‘pulling down the eyebrows and the skin below the eyebrows, pulling up the skin below the eye, and raising the cheeks.”

“Artificial smiles involve only the zygomatic major. The reason we can control that muscle, but we can’t control the relevant part of the obicularis oculi muscle. It contracts spontaneously – only when we’re actually experiencing enjoyment.”

Why women are more empathic than men – “Even as early as age three, girls are better at inferring what others are thinking and at divining emotions from expression on someone’s face.

Simon Baron-Cohen – “The female brain is predominantly hard-wired for empathy. The male brain is predominantly hard-wired for understanding and building systems.- He notes that not all women have ‘female’ brains, and not all men have ‘male’ brains, but more males than females have brains that systematize and that more females than males have brains that empathize.”

“To empathize, you need some degree of attachment in order to recognize that you are interacting with a person, not an object, but a person with feelings, and whose feelings affect your own.”

“Test your “-female” brain your EQ: tinyurl.com/dbsd8 or your male brain SQ: tinyurl.com/7taj8

Other Exercises

1) Study Ekman “Emotions Revealed” “Telling Lies” 2) Eavesdrop – listening in – not recommended but we all do it – do it with an empathic ear; 3) Play “Whose Life? www.ideo.com 4) Empathize on the job- A Day in the Life and How Did I Get Here? 5) Take an Acting Class; 6) Get Mind Reading www.jkp.com/mindreading 7) Don’t Outsource Your Empathy; 8) Volunteer.

5. Play

Madan Kataria, a physician in Mumbai, India believes that laughter can function like a benevolent virus – that it can infect individuals, communities, even nations. He calls himself the Typhoid Mary of laughter- Mission – trigger an international laughter epidemic. Today about 2,500 laughter clubs convene regularly around the world. Fastest growing venue for these clubs is the workplace.

Southwest Airlines – Mission Statement “People rarely succeed at anything unless they are having fun doing it”.

Games

One of most popular video games is the America’s Army created by the US Military. Done by watching West Point cadets obsessed with video games. First weekend introduced, it crashed the Army’s servers there were so many playing. 2Million registered users today.

Half of all Americans over age six play computer and video games. 40% of game players women. In the U.S. the video game business is larger than the motion picture industry.

One study found that physicians who spent at least three hours a week playing video games made about 37 percent fewer mistakes in laparoscopic surgery and performed the task 27 percent faster than their counterparts who did not play.”

Humor

“Humor often involves incongruity. A story is moving along when suddenly something surprising and incongruous occurs. The left hemisphere doesn’t like surprise or incongruity.”

Fabio Sala – Harvard Business Review - Humor used skillfully, greases the management wheels. It reduces hostility, deflects criticism, relieves tension, improves morale, and helps communicate difficult messages.” “According to the research, the most effective executives deployed humor twice as often as middle-of-the-pack managers. A natural facility with humor, Sala says, ‘is intertwined with, and appears to be a marker for, a much broader managerial trait; high emotional intelligence.”

Joyfulness

Dr. Kataria – Joyfulness differs from happiness. Happiness is conditional; joyfulness is unconditional. “When you depend on something else to make you laugh, the laughter doesn’t belong to you. That’s a conditional laugh. But in laughter clubs, the source of laughter is not outside the body; it is within us.”

“Children don’t grasp humor early in life yet they laugh from the time they are infants.”

Dr. Lee Berk – Loma Linda School of Medicine – “laughter can decrease stress hormones and boost the immune system.”

Laughter Guru of Giggles – Dr. Madan Kataria – www.laughteryoga.org

6. Meaning

Viktor Frankl's book- *“Man's Search for Meaning – describes how he persevered at Auschwitz in the face of crushing labor, sadistic guards, and scant food. “Man's main concern is not to gain pleasure or to avoid pain but rather to see a meaning in his life.” Our fundamental drive, the motivation engine that powers human existence, is the pursuit of meaning.” The search for meaning is a drive that exists in all of us – a combination of external circumstances and internal will can bring it to the surface.”*

Drivers – 1) the world of abundance freeing most in the advanced world from true suffering allowing us to devote more of our lives to the search for meaning; 2) the boomers who are now looking at fewer years ahead rather than behind them; 3) terrorism reminding us of life's fleetingness raising questions of its purpose.

Two ways to begin search for meaning: 1) start taking spirituality seriously; 2) start taking happiness seriously.

Taking Spirituality Seriously

Ian Mitroff, USC Marshall School of Business – “A Spiritual Audit of Corporate America” – “Most of the executives defined spirituality in much the same way – not as religion, but as ‘the basic desire to find purpose and meaning in one's life.’ “Yet the executives were so understandably concerned the language of spirit in the workplace would offend their religiously diverse employees that they scrubbed their vocabulary of all such talk.” “Mitroff and Denton also found that companies that acknowledged spiritual values and aligned them with company goals outperformed those that did not.”

Taking Happiness Seriously

“Happiness, Viktor Frankl wrote, “cannot be pursued; it must ensue.”

Martin E. P. Seligman, University of Pa. – founder of ‘positive psychology’.
“Happiness derives from a mix factors. Part of it depends on biology. We're all born with a relatively fixed natural range of well-being imprinted on our genes. Some of us tilt toward the gloomy end of the spectrum, others toward the cheery end. But all of us can learn how to reach the upper portions of our individual range – where happiness can ensue.” Things that contribute to happiness: 1) satisfying work; 2) avoiding negative events and emotions; 3) being married, and 4) having a rich social network. Also important are 1) gratitude; 2) forgiveness; 3) optimism. What doesn't seem to matter much at all are making more money, getting lots of education or living in a pleasant climate.

“Who Moved My Cheese” – a Maze vs. a Labyrinth. Pink explained the important differences between the two. A maze is a series of compartmentalized and confusing paths, most of which lead to ends. A labyrinth is a spiral walking course. When you enter, your goal is to follow the path to the center, stop, turn around, and walk back out – all at whatever pace you choose.” Mazes are analytic puzzles to be solved; labyrinths are a form of moving meditation. Mazes can be disorienting; labyrinths can be centering. You get lost in a maze; you can lose yourself in a labyrinth.”

“There are 4,000 public and private labyrinths in the U.S.

Conclusion:

Say Thanks – *“the gratitude visit” Think of a person in your life who has been kind or generous to you but whom you’ve never properly thanked. You write a detailed ‘gratitude letter’ to that person explaining in concrete terms why you’re grateful. Then you visit that person and read the letter aloud.. . .Everyone cries when you do a gratitude visit.”*

Take the 20-10 Test – *From “ Good to Great”- if you had \$20MM in the bank or knew you had no more than 10 years to live, what would you do differently”*

Measure your Spirit – www.evergreen.loyola.edu/~rpiedmont/STSR.htm

But out – *Compile a list of some of the important changes you’d like to make in your life and what’s keeping you from realizing them.*

Take a Sabbath – *take one day a week and remove yourself from the maw. Stop working. Don’t answer your email. Ignore your voice mail. Turn off you mobile phone.*