



Rookie Smarts by Liz Wiseman

Think you might want to read this book?

Wondering what the value of hiring young teachers and administrators might be? Looking to give a shot to someone switching careers? In *Rookie Smarts*, Liz Wiseman will take you through all of the variables of giving those with a fresh perspective the chance to do new work. She has done research herself and cites the work of others to explain the four rookie mindsets that lead to

success: Backpacker, Hunter-Gatherer, Firewalker, and Pioneer. This book will change the way you hire, promote, and evaluate... three critical components to all leadership positions. And if you are lucky, it may just change how you operate yourself!

What would Socrates ask?

- What is the best way to keep your skills current considering rapidly changing technology?
- Do you put yourself in uncomfortable situations to test your ability to think differently?
- What if experienced and rookie teachers were paired together in partnership instead of mentorship?
- Would rotating leadership positions allow you to constantly refresh our perspectives and ideas?
- What if veteran teachers were encouraged to seek out new teachers (and vice-versa) for ideas in the classroom?
- What if schools evaluated the student learning experience every year to keep it the best it can be?

Research

- The total amount of information in the world doubles approximately every eighteen months.
- Without constantly updating your knowledge base you could end up with as little as 15 percent of your technical knowledge relevant within just five years.
- It has become clear that most jobs don't require anywhere near ten thousand hours of practice to attain mastery.
- ... rookies consistently outperformed veterans in innovation and time-to-completion.
- While many of us might think that newbies are bubbling, clueless clods, we found the opposite to be true - rookies are keenly aware of where they stand and see their deficiencies to a far greater extent than their experienced colleagues.
- In our comparative study, rookies scored 60 percent higher on the timeliness of their deliverables.
- Those who are new to a situation or type of work tend to build new tools and structures, improvise, and work relentlessly.

Concepts

- Knowledge Relevance Decay- the rate at which knowledge becomes obsolete.
- 4 Modes for Rookie Smarts:
 1. Backpacker- Because rookies typically have nothing to weigh them down and nothing to lose, they are open to new possibilities, explore new terrain, and act wholeheartedly.
 2. Hunter-Gatherer- Because rookies are disoriented and lack know-how, they are forced into a sense-making mode that causes them to pay close attention to their environment and reach out to others for guidance.
 3. Firewalker- Because rookies lack situational confidence, they operate cautiously but quickly in an effort to close a knowledge or a performance gap. They take small, calculated steps, move fast, and seek feedback to stay on track.
 4. Pioneer- Because rookies are traversing uncharted and often uncomfortable territory, they improvise and work tirelessly to provide for basic needs.

Quotes from the author

- “Sometimes not knowing is more valuable than knowing. A certain genius gets sparked in our rookie state and a learner’s advantage kicks in.”
- “Those who choose to live and work on a learning curve will experience greater vitality in their careers and will be well positioned in the new game of work.
- “...when you can google just about anything, knowledge acquisition becomes more important than knowledge retention.”
- “...the critical skill of this century is not what you hold in your head, but your ability to tap into and access what other people know.”
- “The rookie has an unencumbered mind that allows him to question the establishment, and a hopeful mindset that allows him to see new possibilities.”
- “When veterans feel desperate, they tend to close up and confide in a few trusted colleagues (or their smartphones). Under similar circumstances, newcomers, with a heavy dose of humility, reach outward as they scan the environment, seek out experts, and mobilize ideas and resources.”
- “Curiosity grows from a deep-seated belief that what you don’t know is more interesting than what you do know.”
- “If mastery requires deliberate practice, being a perpetual rookie requires purposeful play.”
- “Effective leadership is less like holding a leash and more like holding the strings of a kite. The leader steadies the string, providing just enough tension to guide the talent as it soars.”
- “If you want to spark a rookie revival across your entire organization, start at the top by giving your senior leaders more rookie experiences themselves.”

Quotes from others

- “The greatest enemy of knowledge is not ignorance, it is the illusion of knowledge.” - Stephen Hawking, physicist
- “The ark was built by amateurs, but professionals built the Titanic.” - Richard Needham
- “It is always the adventurers who do great things, not the sovereigns of great empires.” - Charles De Montesquieu, French political philosopher

Gateways to further learning

- [The Rookie Smarts Quiz](#)

Referenced books with the potential to impact leading and learning in education

Author(s) Last Name	Title
Pink	<i><u>Free Agent Nation</u></i>
Wiseman	<i><u>Multipliers</u></i>
Pink	<i><u>To Sell Is Human</u></i>
Pink	<i><u>Drive</u></i>
Coelho	<i><u>The Alchemist</u></i>
Gostick	<i><u>The Levity Effect</u></i>
Acemoglu & Robinson	<i><u>Why Nations Fail</u></i>

The applicability of this book to education is



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