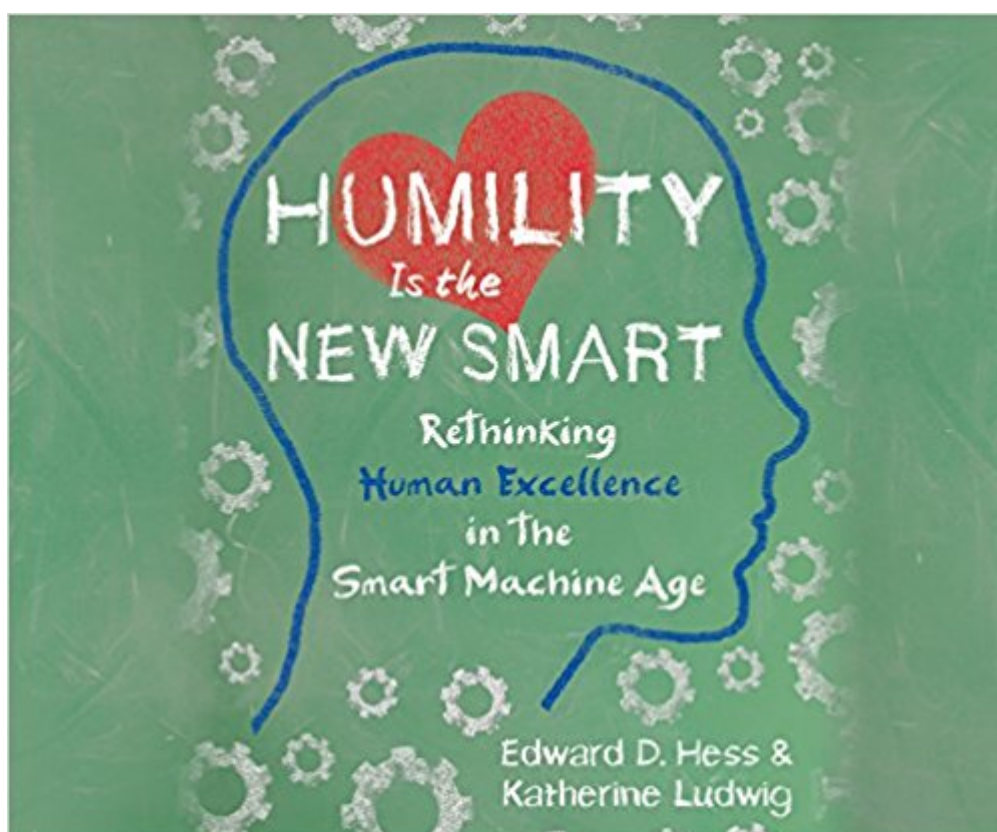


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# Humility Is The New Smart: Rethinking Human Excellence In The Smart Machine Age



## Synopsis

In nearly every industry, smart machines are replacing human labor. It's not just factory jobs-automated technologies are handling people's investments, diagnosing illnesses, and analyzing written documents. If we humans are going to endure, Edward Hess and Katherine Ludwig say we're going to need a dose of humility. We need to cultivate important abilities that smart machines don't have (yet): thinking critically, creatively, and innovatively and building close relationships with others so we can collaborate effectively. All these behaviors avoid self-centeredness so we can learn from and work with other humans. Hess and Ludwig call this being NewSmart and in this guide show you how to developing these abilities and to creating organizations where these qualities are encouraged and rewarded.

## Book Information

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## Customer Reviews

"I loved this book. Drawing from research on human cognition, the authors explain why all of us are ill-equipped to cope with the coming smart machine age. And they offer a path forward in the form of five NewSmart principles, which are profound and powerful. This is a book about new thinking—the kind of generous, curious thinking that will allow us to thrive in a world in which machines do so many things better than we ever will."—Amy C.

Edmondson, Novartis Professor of Leadership and Management, Harvard Business School, and coauthor of *Building the Future* "This book has a very important message: new forms of relationships and a more humane attitude toward each other will become essential ingredients of a new way of being. Humility, more personal relationships, and collaboration will no longer be options

but the key to health, productivity, and a sense of well being. — Edgar H. Schein, Professor Emeritus, MIT Sloan School of Management, and author of *Helping, Humble Inquiry, and Humble Consulting* — “Machines will soon be smarter than we are and do most of our jobs. Hess and Ludwig provide valuable insights into the roles that humans will play and how we can adapt to the new realities. The values they prescribe are so uplifting for humanity that I wonder why we can’t start now; why do the machines need to evolve before we do? — Vivek Wadhwa, Distinguished Fellow and Professor, Carnegie Mellon University Silicon Valley — “Humility Is the New Smart challenges everything we think we know about a ‘good’ education. Today, in the Smart Machine Age, it’s no longer about how much you know but how you know — the questions you ask — and how you interact with others. A fascinating and challenging book for all educators. — Tony Wagner, author of *The Global Achievement Gap* and *Creating Innovators* — “Fascinating and perceptive, *Humility Is the New Smart* is an excellent book for leaders and everyone who wants to remain employed in the Smart Machine Age. — Marshall Goldsmith, *Thinkers50* #1 Leadership Thinker in the World — “The forces of the Smart Machine Age are already upon us, and like time and tide they cannot be held back. — Hess and Ludwig are out front with this insightful, practical, and compelling guide to navigating, transforming, and leading organizations for this new age in which the nature of work and the workforce will be dramatically different. — Admiral Gary Roughead, US Navy (Retired), former Chief of Naval Operations — “As a venture capitalist, I have a front-row seat to the way advances in robotics, sensors, and artificial intelligence are changing the way we work — and it’s happening faster than you think. Once again, Ed Hess is out front in his research — this time on the skills and behaviors that will determine whether people and organizations succeed or fail as they adapt to the new reality of working side by side with machines. From CEOs to students, this is a must-read. — Frank H. Foster, Managing Director, Frontier Venture Capital — “This book was a revelation to me. Who knew that the secret to survival in this intimidating new world of machine intelligence was for us to become more human? In both our business and our private lives, we can choose fear and ego and retreat into ourselves in the face of these challenges, or we can embrace collaboration and positivity instead. Hess and Ludwig show us how to make the life-affirming choice. — Jeanne Liedtka, coauthor of *Designing for Growth and Solving Problems with Design Thinking* — “An insightful, practical, enriching book for individuals and organizational leaders. *NewSmart* can be a key to unlocking immense organizational value, one human interaction at a time. — Sean Ryan, Senior Vice President, McGraw-Hill

Education

“This book makes the compelling case that true competitive advantage requires human excellence. If you want to be an agile, adaptive, and enabling leader, this book is a must-read.”

• Marvin Riley, President, Fairbanks Morse Engine

“Original and counterintuitive, *Humility Is the New Smart* is essential reading for all who would prepare for the great transformation of employment and work that lies ahead.”

• Rashmi Prasad, Dean, College of Business and Public Policy, University of Alaska Anchorage

“This compelling book is about how we can succeed in the age of AI

• by excelling at what differentiates us as humans. Leaders will have to be good at ‘not knowing,’ quieting their ego and mastering their fears of looking bad and making mistakes. Instead of managing others, leaders will have to manage themselves to enable others.”

• Peter Rodriguez, Dean, Jones Graduate School of Business, Rice University

“Hess and Ludwig offer revolutionary approaches to self-management along with innovative and insightful leadership platforms for the Smart Machine Age. A powerful book!”

• Jeanette K. Winters, Senior Vice President and Chief Human Resource Officer, Igloo Products Corporation

“How must our notions about individual and organizational excellence adapt to the Smart Machine Age? Hess and Ludwig offer insights that are perceptive, provocative, and powerful! Their ideas can help your organization and you adapt to the coming transformations spurred by big data, deep learning, artificial intelligence, and automation.”

• Robert F. Bruner, University Professor, University of Virginia

“*Humility Is the New Smart* is a must-read for business and political leaders, parents, teachers, and everyone interested in understanding the challenges and opportunities of the coming Smart Machine Age. The explanation of humility

• its philosophical meaning and application to leadership

• is the best I’ve ever read.”

• Fernando Mercúf, President, Latin America and Caribbean, Nestlé Purina

“Hess and Ludwig crush it in *Humility Is the New Smart*. They introduce the compelling concept of NewSmart, which will help learners successfully navigate the coming Smart Machine Age. They want our young people to be adaptive lifelong learners, and embracing NewSmart is a path to learning for the future, not our past.”

• Dr. Pamela R. Moran, Superintendent, Albemarle County Public Schools, Virginia

“This fascinating examination of what it will take to thrive in the Smart Machine Age offers a compelling and profoundly humane manual on how to achieve our highest expressions of excellence, in business and in all our interactions.”

• Ming-Jer Chen, former President, Academy of Management, and Professor, Darden School of Business, University of Virginia

“*Humility Is the New Smart* provides a provocative view of the kinds of individual skills necessary to succeed in the future. Through their exhaustive interdisciplinary research, the

authors give us practical advice on how we can best prepare ourselves to excel in the Smart Machine Age." **Wally Walker**, founder of Hana Road Capital and former CEO, Seattle Supersonics  
"As a father and the leader of a school responsible for preparing students for their future, I embraced the authors' premise that we need to change our mindsets, skills, and behaviors for a more dynamic technology-based world. They provide compelling research and very practical tools to help us on our journey. Listen well  
our futures and our children's futures depend on it.  
**G. Thomas Battle, Jr.**, Headmaster, Virginia Episcopal School  
"I was incredibly impressed with how this book blends the importance of self-management and self-awareness with the reality of the new-age technology that will shape the way business is done in the future.  
**Sam Presti**, General Manager, Oklahoma City Thunder  
"Outstanding book with rock-solid arguments about why doing a 'good job' will no longer be good enough in a smart machine world and how NewSmart beliefs and behaviors can help humankind master this challenge.  
**Kurt D. Bettenhausen**, Chair, Digital Transformation Group, VDI, Germany

Hello, I am ed - thank you for your interest in our book. This book is the most important book of my 12 books. It is a book about human excellence - how we human beings can thrive and flourish in the coming Smart Machine Age by excelling at doing well what technology won't be able to do well at least for the near future. We are on the leading-edge of a technology revolution that likely will be as disruptive for us as the Industrial Revolution was for our ancestors. We as a society and many of us as individuals are not ready for what's coming. In the next 10 years, technology will take over millions of jobs including professional jobs. We humans will be in a frantic footrace to stay relevant. Our answer lies within what makes us unique as humans - our ability to think differently than machines and our ability to engage emotionally with other humans. Based on science and examples, our book offers you a new story about human excellence called NewSmart - a new mindset with four key NewSmart Behaviors -that will help you excel at thinking and engaging with others differently and better than the smart machines will be able to do. Our book is a "how to" stay relevant book with self-assessments and tools. We invite you to join us on the journey to human excellence.

As machines become better at doing our jobs, we keep relevance by becoming better human beings. I loved this book. Very well-written and super engaging. Hess talks about four skills in order to stay relevant in the new smart machine age and gives you the tools to develop those skills

yourself. Put in practice, these skills don't just impact your professional performance but every aspect of your life - family, social, well-being. Do not pass up this book!

Hess's book is an excellent choice for leaders wishing to thrive in a business world shaped by emergent forces such as AI, nanotech, machine learning, and IoT. His coherent, thoughtful approach outlines the key human attributes needed to lead high-performing and adaptive teams and enterprises that will dominate in the future. Applicable to all levels of leaders and teams, the principles Hess puts forth are based on research and will not only fuel your professional growth, but also bring about joy and connection in your personal relationships in life as well.

Just like a good sequel to a movie, Humility is The New Smart picks up where Dr. Hess's Learn or Die left off. He dives deeper into skills(The New Smart) that are game changers for all who want to survive, grow, learn, and develop in the 21st century. His authenticity about his own inauthenticity is magical and allows the reader to be just as vulnerable as the author. He packages so much critical research around behaviors others have spoken or written about into one easy book. This book is for serious leaders, the intellectually curious, and those who want to learn the science behind performance expertise. It's all here to be "stress tested" yourself. Try it. It just may transform your life!

Its emphasis on practice of the skills described, and not just reading about them, is the key to this book's value. The authors don't pretend to know how the shift to humility, reduced ego, and active listening will turn into great leadership or sought-after skills in an "Age of Smart Machines," as they call it, even though they point to a few present companies where these habits have created enormous value. But a reader's intuition will fill in the blanks with examples from life as he or she practices the skills and reviews the repeatable assessments.

This book is a wonderful curation of the best thinking in the new era of leadership in our increasingly digital world. The rationale for new behaviors in a Smart Machine Age is spot on and this book truly shows how the biggest organizational and leadership changes happening under the banner of "digital transformation" are truly about people and not technology. I have been entranced by this pragmatic and eloquent book since the first pages. It is on the top of my "you've got to read this!" list when talking to friends and colleagues.

In an age of digital transformation of our society, woe be to the person who does not develop new skills to engage, compete, and manage. Authors Ed Hess and Katherine Ludwig provide a practical guide to acquiring these skills. Their recommendations are based upon meticulous research and fundamental principles. This book is a must-read for people in all types of organizations--business, education, healthcare, and all others.

The approach that the authors advocate here is a better, more humane way to go about business, even if Smart Machines weren't coming. Given that they are, there are few paths forward that make more sense than what we have here. As I read the book, it struck me that emotional intelligence, in being branded as its own kind of intelligence, is perhaps being done a disservice, and I believe we're seeing ample evidence of intelligence stripped of emotional intelligence coming off as dumb as gypsum. We undoubtedly need some renegotiation of the language and hierarchy between garden-variety intelligence and emotional intelligence. Old smart really is the new dumb. Read the book so that you can reflect and then start to read it again. I am concerned that we are not nearly ready enough for the Smart Machine Age. But we can be.

The book gives insights not only on how our next generation's can survive in the smart machines age but also how they can sustain personal growth. While the book is concise and clear, it does seem a bit verbose at some part. The average reader might prefer more concrete examples instead of lengthy philosophical discussion.

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