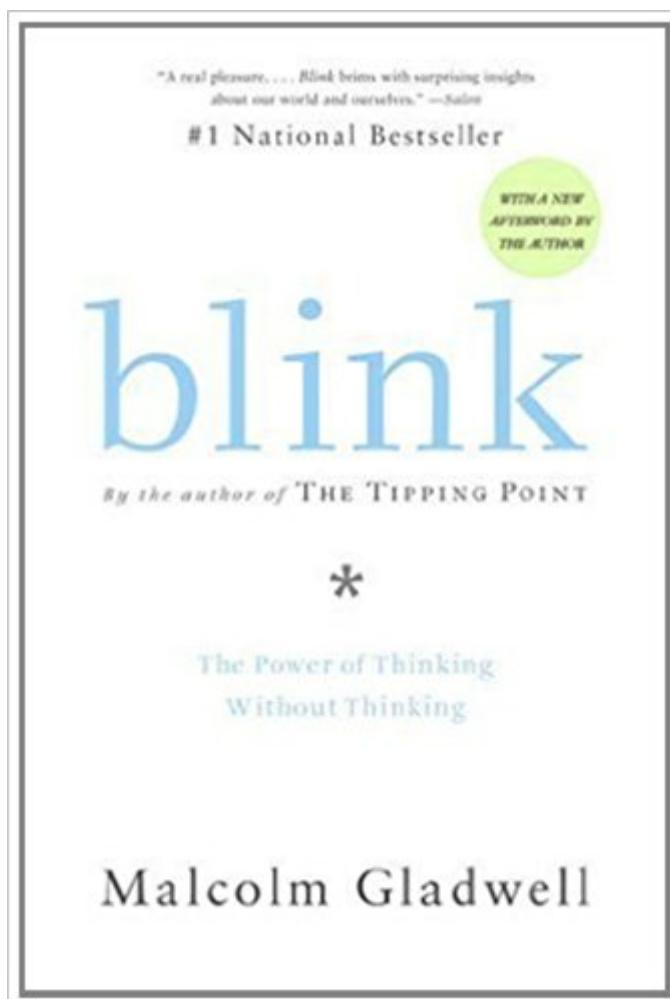


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# Blink: The Power Of Thinking Without Thinking



## **Synopsis**

In his landmark bestseller *The Tipping Point*, Malcolm Gladwell redefined how we understand the world around us. Now, in *Blink*, he revolutionizes the way we understand the world within. *Blink* is a book about how we think without thinking, about choices that seem to be made in an instant-in the blink of an eye-that actually aren't as simple as they seem. Why are some people brilliant decision makers, while others are consistently inept? Why do some people follow their instincts and win, while others end up stumbling into error? How do our brains really work-in the office, in the classroom, in the kitchen, and in the bedroom? And why are the best decisions often those that are impossible to explain to others? In *Blink* we meet the psychologist who has learned to predict whether a marriage will last, based on a few minutes of observing a couple; the tennis coach who knows when a player will double-fault before the racket even makes contact with the ball; the antiquities experts who recognize a fake at a glance. Here, too, are great failures of "blink": the election of Warren Harding; "New Coke"; and the shooting of Amadou Diallo by police. *Blink* reveals that great decision makers aren't those who process the most information or spend the most time deliberating, but those who have perfected the art of "thin-slicing"-filtering the very few factors that matter from an overwhelming number of variables.

## **Book Information**

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## **Customer Reviews**

*Blink* is about the first two seconds of looking--the decisive glance that knows in an instant.

Gladwell, the best-selling author of *The Tipping Point*, campaigns for snap judgments and mind reading with a gift for translating research into splendid storytelling. Building his case with scenes from a marriage, heart attack triage, speed dating, choking on the golf course, selling cars, and military maneuvers, he persuades readers to think small and focus on the meaning of "thin slices" of behavior. The key is to rely on our "adaptive unconscious"--a 24/7 mental valet--that provides us with instant and sophisticated information to warn of danger, read a stranger, or react to a new idea.

Gladwell includes caveats about leaping to conclusions: marketers can manipulate our first impressions, high arousal moments make us "mind blind," focusing on the wrong cue leaves us vulnerable to "the Warren Harding Effect" (i.e., voting for a handsome but hapless president). In a provocative chapter that exposes the "dark side of blink," he illuminates the failure of rapid cognition in the tragic stakeout and murder of Amadou Diallo in the Bronx. He underlines studies about autism, facial reading and cardio uptick to urge training that enhances high-stakes decision-making. In this brilliant, cage-rattling book, one can only wish for a thicker slice of Gladwell's ideas about what Blink Camp might look like. --Barbara Mackoff --This text refers to the Hardcover edition.

**Starred Review.** Best-selling author Gladwell (*The Tipping Point*) has a dazzling ability to find commonality in disparate fields of study. As he displays again in this entertaining and illuminating look at how we make snap judgments—about people's intentions, the authenticity of a work of art, even military strategy—he can parse for general readers the intricacies of fascinating but little-known fields like professional food tasting (why does Coke taste different from Pepsi?). Gladwell's conclusion, after studying how people make instant decisions in a wide range of fields from psychology to police work, is that we can make better instant judgments by training our mind and senses to focus on the most relevant facts—and that less input (as long as it's the right input) is better than more. Perhaps the most stunning example he gives of this counterintuitive truth is the most expensive war game ever conducted by the Pentagon, in which a wily marine officer, playing "a rogue military commander" in the Persian Gulf and unencumbered by hierarchy, bureaucracy and too much technology, humiliated American forces whose chiefs were bogged down in matrixes, systems for decision making and information overload. But if one sets aside Gladwell's dazzle, some questions and apparent inconsistencies emerge. If doctors are given an algorithm, or formula, in which only four facts are needed to determine if a patient is having a heart attack, is that really educating the doctor's decision-making ability—or is it taking the decision out of the doctor's hands altogether and handing it over to the algorithm? Still, each case study is satisfying, and Gladwell imparts his own evident pleasure in delving into a wide range of fields and

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blink: the Power of Thinking Without Thinking, the title itself is attractive enough to make someone interested in reading this text by Malcolm Gladwell. Author has done a great job in weaving examples from a wide variety of professions, functions and areas like relationships, politics, military, medical, crime, personality, connoisseurs, etc. to illustrate his main point: The Power of Adaptive Unconscious of Human Mind. Author states that human mind works through two strategies, the conscious strategy and through adaptive unconscious. First strategy is when use data, information and analysis to draw a conclusion and make decision, whereas second is when we make decisions on basis of that "gut feeling". This is when we act instantly on a thought which flashes in our mind and forces us to make a decision. The question now is: Is the accuracy or quality of a decision is directly related to the time and effort spent into making it? Per Gladwell, "Decisions made very quickly can be every bit as good as decisions made cautiously and deliberately." Author has used technique of "thin slicing" i.e. power of our unconscious (the internal computer) to create a subjective impression using very little information., to explain this kind of decision-making. He has also cited some erroneous decisions (Warren Harding Error & an encounter in Bronx) and some great decisions from medical and military, (Cook County Hospital in Chicago & Van Riper, respectively). In my opinion, our brain certainly has that great power of making a split-second decision, but it is up to us, how we develop and tap that unusual potential. We can use these techniques like mid reading, facial expression recognition etc but it certainly requires practice and a certain level of expertise to utilize them for our benefit. I would recommend reading this book with an unbiased mind and think, don't just blink.

I thought in the beginning it would be a expose on relying on your first thoughts as most "real" inputs for decision making. Bottom line it's about knowing what the right factors are, and recognizing which are not, to making a decision. Using your experiences, recognizing bias, and giving yourself time in the moment slow things down, to let things come to you. Great insight and eye opener. Enjoyable read!

The book made me think a great deal on analyzing people and my expectations of people. It was very interesting. It was a very interesting read. I did find myself reading pages over again to understand his detailed descriptions of situations.

Gladwell style goodness. If you know what that is you know what that is.

For a work of non-fiction, Blink, reads like a well paced piece of fiction. The details of how and why our intuition is sometimes so wonderfully right coupled with the underlying social biases that affect our ability to make these decisions without apparent thought was a joy to read. The details of the research used for the book were exciting and interesting, the only part that was a bit slow was the section which went into the details of muscular reactions of the face, but not too bad. Every individual can benefit from this excellent work.

Blink is a work of intelligent teaching that, if you are willing, can teach you to trust your own instincts. There is a balance between subjective and objective decision making, and Malcolm Gladwell finds the common sense approach to finding that balance. Now this might sound like one of those guru-like 'ways to a better life'. No. Nothing like that. Just thought provoking ideas that can get you thinking about how you make decisions...and how to make them better. -- John Klawitter, writer/producer/director, author Hollywood Havoc, winner of the EPIC Author Award for Best Action-Thriller.

Great read about: Rapid Cognition; the kind of thinking that happens in the blink of an eye, the adaptive unconscious. How the statue that didn't look right. Modern assumption-the quality of a decision is directly related to the time and effort that went into making it. How decisions made very quickly can be every bit as good as decisions made cautiously and deliberately. The concept of Thin slicing: Our unconscious can find patterns in situations and behavior based on very narrow slices of experience. How John Gottman and his marriage counseling lab can predict future of marriages based on a few minutes of a couple's videotape and the "four horsemen" - contempt, stonewalling, defensiveness, criticism, with the trump card being contempt (criticism from a higher plane) of doomed marriages. Priming ; Vic Braden and his ability to predict tennis aces, unable to find what he is thin-slicing. The dark side of thin slicing the failure of analytic versus intuitive decision making from the hypothesis that you can't lift the fog of war. Training, rules and rehearsal allows spontaneous, split-second decisions: Spontaneity is not random! Wisdom,

experience and good judgment. Rule of Improv: always accept an offer; no suggestion can be denied. Goldman Chest pain algorithm (funded by the USN for IDCs → → → ECG, unstable angina, fluid in the lungs, SBP

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