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| **Title of Article/Video/Podcast**: Malcolm Gladwell, “How David Beats Goliath:  When Underdogs Break the Rules,” New Yorker, May 11, 2009 |
| **Main message**: In a few short sentences, using your own words, explain the main message in this article/video; the big picture. What was it about?  Using examples from sports and war the author brings forth the idea that underdogs can beat the superior team / army by being unconventional in their approach. Even though the opponent is far more superior in skills if the team puts in more effort than the opponent they can win if they don’t play according to how they are “supposed” to play. |
| **Concepts/arguments**: Here list the new concepts/arguments that you learned. If you can personally relate to anything that was discussed, point it out here.  Skill is not ‘the precious resource’, it’s effort that’s a precious resource and not a commodity. Not knowing the conventions of a game can sometimes be an advantage. Lack of skill can be made up for with hard work.  Playing by rules set up by Goliath will mean that Goliath will always win. Conventions are meant to be challenged.  I remember that one of my coworkers was not technically well off compared to all other consultants in our firm. But she was very good at public speaking. She would take a topic and work hard on it to present it in different forums. She created this belief that she was good at speaking with business people who were technically challenged. As a result, she got promoted over others who had better technical abilities but lacked in public speaking. |
| **Any AHA moments and further questions** that come to mind:  The quote “Effort can trump skill/ability” was an aha moment for me. I need not be the most skilled person in the room, but by working hard I can be successful. I need to understand the rules of the game and understand what my strengths and weaknesses are. I can then focus on playing the game in an unconventional manner and not how everyone else is playing or is expected to play. |
| **Concrete Action Step**: Here list one thing that you will do differently based on what you learned from this article/video/podcast:  I will use a different approach for my promotion. I will try to work on my personal brand by creating a personal website that highlights my technical expertise, go and speak at events to showcase my abilities. If this doesn’t help me get promoted at least I will keep building my personal brand and I hope this will attract the right kind of audience and bring people that really value my expertise and are ready to hire me at the right position. |