



# The Pause Principle

## Step Back to Lead Forward

### THE SUMMARY IN BRIEF

We live and lead in an increasingly volatile, uncertain, complex and ambiguous world. But paradoxically, Kevin Cashman contends that leaders today must not merely act more quickly, but pause more deeply. He details a catalytic process to guide you to step back in order to lead forward in three critical growth areas: strengthening personal leadership, developing others and fostering cultures of innovation. You and your organization will learn to move from management speed and transaction to leadership significance and transformation.

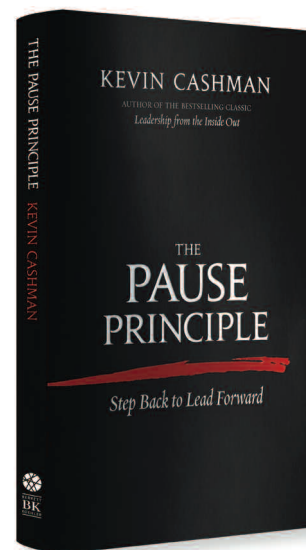
According to Cashman, *The Pause Principle* can be a life-changing leadership experience, but it is one that requires “an intentional, conscious stepping back to go deeply into yourself, your leadership and the world you touch in order to lead forward with deliberate purpose.”

Cashman believes pause powers performance. By harnessing the Pause Principle, you give yourself and your team the ability to stop the speeding train of business before it derails. *The Pause Principle* offers support for the belief that the best way to successfully move ahead is to slow down.

With *The Pause Principle*, you can activate the latent power of pause and embody its enriching properties for your leadership, and the future of your business and its teams.

### IN THIS SUMMARY, YOU WILL LEARN:

- How to use the Pause Principle to revitalize leadership and bring VUCA (Vision, Understanding, Clarity, Agility) to your team.
- The seven Pause Practices that breathe life into the workplace and grow self, others and a culture of innovation.
- How to harness the transformative force of purpose.
- The three interrelated pauses for growing others.
- How to shift focus and open up possibilities to help create a culture of innovation at your organization.



by Kevin Cashman

### CONTENTS

**Introducing the Pause Principle**  
Page 2

**Step Back to Lead Forward: Seven Pause Practices**  
Page 3

**Pause to Grow Personal Leadership**  
Page 4

**Pause to Grow Others**  
Page 5

**Three Interrelated Pauses for Growing Others**  
Page 6

**Three After Words: Pause It Forward**  
Page 8

# THE COMPLETE SUMMARY: THE PAUSE PRINCIPLE

by Kevin Cashman

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## Introducing the Pause Principle

Too often, we take for granted our simplest yet most profound and transformative human capabilities. Sleep, for instance, is, on the surface, very simple. Our superficial analysis of sleep says, “Yeah, no big deal. We rest and wake up. So what?” But take a moment to consider how profound sleep really is. Every night, we go to sleep fatigued and possibly stressed from the day. When we awaken, we feel completely rejuvenated.

What sleep is to the mind and body, pause is to leadership and innovation. Pause transforms management into leadership and the status quo into new realities. Pause, the natural capability to step back in order to move forward with greater clarity, momentum and impact, holds the creative power to reframe and refresh how we see ourselves and our relationships, our challenges, our capacities, our organizations and missions within a larger context. While losing touch with our ability to pause may be less obvious than losing our ability to rest, it can be just as devastating. In our fast-paced, achieve-more-now culture, the loss of pause potential is epidemic.

The demanding pace for global leaders has never been more challenging. Digitally connected every moment, we are increasingly tied to a 24-hour global clock. We are expected to perform continually in the face of global crises and multifaceted pressures, including downsizing and mergers, and the related stresses and expectations. The list of demands, personal and professional, never ends. This is the “new normal.” Could it be that going faster and driving harder are not the answers? Could there be another way to creatively sustain high performance? Could it be that the source of our real value as leaders might come from different thinking and different

choices rather than from perpetuation of the incessant pace we are straining to maintain?

## Flipping the VUCA Forces

For several years, I had the privilege of being a keynote speaker at one of the Army War College’s leadership programs. I was humbled by how much I learned there, particularly about character-driven leadership and a potent perspective of our world called “VUCA.” Borrowing this term from the Army War College, Bob Johansen, 10-year forecaster and author of *Get There Early*, has characterized the speed- and action-oriented, fast-changing, demanding world we lead in today as a “VUCA world: Volatile; Unpredictable; Complex; Ambiguous.” Our addiction to action, our busy-ness, our preoccupation with incessant distractions and pursuit of the ubiquitous “more” in our 24/7, constantly connected, globally caffeinated culture conspire to diminish rather than strengthen our leadership capacities. We challenge ourselves to keep up and even hasten the grueling pace, and, frankly, we rationalize that it comes with the territory. Paradoxically, the job of leaders is to bring clarity to all of this chaos. Warren Bennis mentors, “Leaders bring clarity and hope” — No easy task in the vortex of VUCA.

Johansen contends that we have “to flip the VUCA forces to terms that create possibilities and redefine VUCA as: Vision; Understanding; Clarity; Agility.” But, how do we bring about this transformation? Pause — a step back to lead forward — a transformative, pragmatic, albeit paradoxical principle for sorting through complexity and coming into conscious connection with what is important.

For most leaders, at first glance, pausing to elevate performance is incongruous with their leadership DNA,



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## Summary: THE PAUSE PRINCIPLE

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especially for the most productive, highest achievers. Why would pragmatic, hard-charging, achievement-driven leaders pause in order to accelerate performance and growth? Put simply, that is exactly what is needed to sort through complexity and then drive performance to the next level. If leaders today do not step back to gain fresh perspective and to transcend the immediacies of life, we will continue to crash economically, personally and collectively. Our downside survival and upside innovation depend on transformative pause. Certainly, we need to do more to meet the demands of high-performance, complex problems, and innovation, but in today's world, the doing needs to be new and different.

### Creating a New Normal

Pause is a universal principle inherent in living, creative systems. It is part of the order, value and growth that arises from slowing down and stepping back. Like any valuable resource, yet unrecognized and therefore neglected, we have to explore and discover its pragmatic uses in order to experience its value-creating impact.

The Pause Principle is the conscious, intentional process of stepping back, within ourselves and outside of ourselves, to lead forward with greater authenticity, purpose and contribution.

### What Does Pragmatic Pause Look Like?

David Rothenberger, M.D., a surgeon at the University of Minnesota, has partnered with clinicians across the Fairview Health System to share a powerful pause practice recently established for all surgical procedures. "Brief" is a few moments taken before every surgical procedure to make sure that everyone on the surgical team, everyone in the room, understands why they are there, what the procedure is and what their shared goal is. "Brief" connects everyone to the value of their individual roles, as well as to their combined impact as a team. In addition to reconnecting everyone to a deeper sense of purpose and meaning in their healing mission, it shifts their mindset from a hero mentality to a collaborative one and serves the vital objective of increasing the percentages of more positive outcomes.

Karen Kimsey-House, co-founder and CEO of the Coaches Training Institute, likes to build in a structure to reflect, create and connect with vision, purpose and direction. She takes retreats, sometimes as long as 11 days, "to stop, to be and to reflect" because she returns with expanded vision and new ideas for direction. Rohinish Hooda, vice president, U.S. sales and marketing, Ethicon Biosurgery, Johnson & Johnson, incorporates a continuous practice of pausing to question and

think. He has initiated BIG — Biosurgery Idea Gurus — as a way to bring together many people working in different aspects of biosurgery to pause to share ideas and gain different perspectives in hopes that this collaboration will energize and accelerate innovation.

These leaders are conscious, pragmatic practitioners of pause, and we think they are examples of what is to come. In an article on reshaping the workplace for *The New York Times*, David Allen contends that we need more space, figuratively and literally, to counter "the dizzying number of [technological] options" that overwhelm us. He says that, paradoxically, they don't necessarily make us more productive. In fact, they are paralyzing. There is an antidote, "but it's not going to come from the usual quarters. To be successful in the new world of work, we need to create a structure for capturing, clarifying, and organizing all the forces that assail us; and to ensure time and space for thinking, reflecting and decision-making." ●

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## Step Back to Lead Forward: Seven Pause Practices

We have isolated Seven Pause Practices that support the meta-pause principle: Step back to lead forward. These practices are the pragmatic ways to breathe life into each growth area: grow self, grow others and grow cultures of innovation. The applications are unique to each domain. The Seven Pause Practices are:

- 1. Be On-Purpose.** Purpose is the intersection of competency and contribution that aspires to achieve something bigger, something beyond us. Purpose gives context, drive and meaning to personal growth, talent growth and growth of innovation. It may be the most important, most far-reaching transformative pause of all.
- 2. Question and Listen.** Questions are the probing language of pause, forcing us to step back, reframe, revision and reconsider. Listening is the receptive language of pause. Listening is the incubator for growing clarity out of complexity.
- 3. Risk Experimentation.** Managers minimize risk and experimentation to increase predictability; leaders monitor risk and accelerate experimentation to foster breakthrough. Risking experimentation is pausing at the edgy, uncomfortable intersection of current reality and future reality.
- 4. Reflect and Synthesize.** Great leaders take the time to incubate analysis to discover higher-order, more strategic, forward-thinking solutions. Reflective synthesis is equally important for leaders to develop self-aware-

## Summary: THE PAUSE PRINCIPLE

ness, talent awareness and innovation breakthroughs. Reflection and synthesis hold the keys to unlock the doors of authenticity, transformation and innovation.

### 5. Consider Inside-Out and Outside-In

**Dynamics.** Pausing to more deeply consider internal and external information creates a greater likelihood for profound personal, strategic, interpersonal and organization growth.

**6. Foster Generativity.** A generative leader pauses to prepare the next generation more than he or she pauses for personal success. Generative pause fosters a rich atmosphere for human potential to flourish.

**7. Be Authentic.** Once a leader becomes what he or she wants others to aspire to, the attractive force is irresistible and people rush in to engage and contribute. ●

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## Pause to Grow Personal Leadership

Pausing for self-awareness is like unlocking the doors to a series of rooms. While reflective pause is the key to unlocking self-awareness, self-awareness in turn opens the doorways to authenticity, character and purpose. Personal leadership growth is the ongoing process of being and becoming a more authentic leader.

Self-awareness is the most crucial developmental breakthrough for accelerating personal leadership growth and authenticity. Learning to pause to build self-awareness is a lifelong, evolving process.

Why is self-awareness so tough to practice? As Bill George, former Medtronic CEO and best-selling author of *True North*, explains,

*Discovering our authentic leadership requires us to test ourselves, our values and our beliefs through real world experiences. This is not an easy process as we are constantly buffeted by the demands of the external world, the model of success that others hold for us, and our search to discover the truth. Because there is no map or direct path between where you are now and where you will go on your leadership journey, you need a compass to keep you focused on your True North and get back on track when you are pulled off by external forces or are at risk of being derailed.*

### Expanding the Light for a Broader View

In *The Social Animal*, David Brooks brilliantly synthesizes recent research in various scientific disciplines to explore how human beings understand themselves and see their world. He relates Alison Gopnik's insight that "adults have searchlight consciousness," while young children have "lantern consciousness" that "illuminates

outward in all directions — a vivid panorama of awareness of everything."

What if we extended the circumference, the reach of light, to expand our awareness? For self-awareness to be real, authentic and grounded, it must be gained from both the inside-out and outside-in. That is why it is important to pause and reflect intently on values, beliefs, patterns, characteristics and personal history for an inside-out view, and just as important to pause to gain feedback, perspective and insight from others for an outside-in view. This continuous, infinite, self-regulating loop of self-awareness from both the "I" (inside-out) and "We" (outside-in) perspectives helps us come closer to authentic self-awareness. Since we can rarely fully govern external events, as leaders we are left principally to govern ourselves; pausing for self-awareness is authentic governance.

### What Is This Thing Called Character?

Competencies get us to the doorway of leadership, but character is the key to unlocking the door of leadership. So what is this thing we call "character"? It is our most authentic, unvarnished, non-spin-doctored self. Many leaders' characters would barely recognize their reputations if they met on the street!

Too often, we idealize or vilify the character of others, which distracts us from facing our own character development. Pausing to get a picture of our own character, strengths and weaknesses is a crucial aspect of self-awareness and authenticity.

While most of us wholeheartedly endorse character as critical to leadership, and most of us require it in the leaders we work for and seek out, few leaders consciously evaluate and seek to develop their own character. Character and authenticity are very slippery subjects. We tend to expect these character qualities in others and require them in leaders, but rarely do we hold ourselves to the same standard.

A CEO of a major company told us that pausing helped her to see decision-making processes from a new perspective. She learned that pausing "strengthened her muscle of intention, instead of leaving choices and their impact to happenstance." Pausing to understand where her leadership is coming from — character or coping — has been a most valuable awareness.

Character is the essence or core of the leader. Character is deeper and broader than any action or achievement; it springs from the essential nature of the person. When we are leading from our character, we exude qualities of authenticity, purpose, openness, trust, courage, congruence and compassion.

## Summary: THE PAUSE PRINCIPLE

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Coping, on the other hand, protects us and helps us get through challenging circumstances. In this sense, it has value and, if used sparingly and appropriately, will serve our needs. Coping works like a muscle. We need to use it at times, but if we overuse it the muscle will collapse. Qualities of coping include concern for image, safety, security, comfort or control. The coping leader may get results but may also exhibit undue defensiveness, fear, withdrawal, or a desire to win at all costs. He or she may exclude certain people and perceive mainly win/lose scenarios.

Both approaches to leadership — leading with character and leading by coping — can get results. Coping, in itself, is not bad and may be needed in certain situations. However, character is a much better master and coping is a much better servant for leadership.

Both character and coping are present in most leadership situations. However, we need to step back and ask ourselves, “Which one is my master and which one is my servant?” When we pause to consciously make character the master of our leadership and coping the servant, we lead forward with more value creation.

### **Purpose: The Transformative Force of Leadership**

Pausing for purpose is the essential transformational force of leadership. Purpose elevates leaders to go from self to service and compels leaders to move from success to significance.

Steve Jobs is deservedly regarded as the business and cultural icon of innovation. What drove his innovation? His interviews with his biographer Walter Isaacson and reports by others who knew him reveal how much he was driven by beauty and aesthetics. Who else but an artist could create devices that were so human-centric and human-serving? His purposeful drive to “put a dent in the universe” was fueled by the “artist’s ideal” for beauty, elegance and essence.

Jobs’s purpose endured throughout great personal trauma. In the intensive care unit toward the end of his life, he asked for a notepad. He drew devices to hold the iPad on a hospital bed; he redesigned fluid monitors and X-ray equipment. Jobs’s purpose, his drive to make a value-creating difference, was breaking through, seeking expression to the very end.

### **What Is This Thing Called Core Purpose?**

Leaders rarely fail due to lack of talent; success or failure is mainly the domain of character, values and purpose. Core purpose is the high-performance intersection of a leader’s core strengths in service of his or her core

values. Core purpose is the sweet spot of leadership, where the whole person is present, self-aware and bringing his or her talents to bear by serving what is most important. Take a moment to remember the times your energy was high, your sense of contribution was clear and your value-creating impact was great.

Howard Schultz, CEO of Starbucks, says that at the core for him is his deep love for the company and a sense of responsibility to its people. “People want to be part of something larger than themselves *if they believe in it*. There has to be an emotional connection that is based on truth and authenticity, and, obviously, trust.” ●

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## **Pause to Grow Others**

During the writing of this book, I was working with an executive in China who was working on pause practices to accelerate his goal of developing leadership in others. He surprised me with this perceptive insight, “Leadership is like cooking a fish. Once one begins preparing the fish, it is best not to interfere too much. It is very important not to overcontrol it or overwork it. It is best to start cooking, step back, turn it once, and let it finish. It is the Taoist principle of Wu Wei, the principle of least action. See the work. Do the work. Don’t interfere too much. Success comes by doing just enough, not too much.” In growing others, particularly high-potential talent, often less is more.

### **The Power of Synergy**

Sometimes pause feels a bit magical, like we are in the “zone,” when every member of the team brings forth his or her best talents and effort, and working together we create something greater, more surprising and spectacular than we could ever do on our own.

Karen Kimsey-House, CEO of Coaches Training Institute, the world’s largest trainer of coaches, described that special connection or synergy this way: “When we are all connected to each other and our purpose, the whole transcends the parts.” She shared a great story of how her intuition to pause energized her team and ultimately catalyzed their synergy. She and her team were seated around the table for a strategizing and curriculum planning session. “I could feel something was off. Everyone was stressed to the max. I could tell that whatever was on their minds and in their hearts was in the way.”

Wisely, Kimsey-House suggested that everyone take a deep breath and step back for a little while. She asked, “What’s really going on? How are you feeling? Are there some things we need to talk about here?” Around

## Summary: THE PAUSE PRINCIPLE

the table they went and, one by one, each leader talked about whatever was topmost on his or her mind. Some people were feeling overwhelmed, others were grieving recent changes, and others were feeling disconnected and anxious. Kinsey-House had the courage and insight to realize that everyone needed to reconnect to themselves, to each other and to their common purpose. The process took about 30 minutes. Having taken that time to connect, their creativity, energy and resources were available again. They were able to refocus wholeheartedly on their work because they connected to the value of what they create together and its potential impact on the world.

### Growing Others Begins with Self-Growth

Most change begins with self-change and most growth begins with self-growth. No amount of growing others will compensate for a leader's lack of self-growth. As enterprise leaders, our own advancing personal growth directly influences the dynamic capacity for organizational growth. Before we can grow authenticity and purpose in others, we must dedicate ourselves to our own growth of authenticity and purpose. If we do, our development of others will be powerful and our credibility will be well earned. We must become the leaders we wish to see in our organizations, and from this credible, solid platform, we can then accelerate the development of others.

### The Language of Growing Others: The Language of Pause

The two most valuable pause tools for fostering the growth of others are questions and listening. Questions are the expressive, probing language for growing others; listening is the receptive, facilitating language for growing others. These two complementary approaches form a continuous growth conversation loop. The deeper the questions, the deeper the listening; the deeper the listening, the deeper the next question. As we mutually dig together with each tool, we mutually excavate new discoveries. As a result, the learning is never one-sided; it is a co-created process that engenders empathy, trust, and collaboration.

Research confirms that a startling 67 percent of new leaders in organizations fail within 18 months. Why? Lack of listening. Why do teams usually break down? Poor listening.

We have observed three common pitfalls that inhibit people from stepping back for authentic listening:

**Listening Pitfall 1: Hyper Self-Confidence.** When we see ourselves as the quintessential expert, the most

## Three Interrelated Pauses for Growing Others

### Use Questions and Listening to Build

**Awareness.** To help people grow, stay out of the expert, mentor role and pause to help people sort out their current situations.

### Use Questions and Listening to Build

**Commitment.** Building commitment begins with helping people to consider the consequences of their actions. However, it is not enough to help others understand intellectually that if they continue on the same course, they're going to fall short of their goals.

### Use Questions and Listening to Build Practice.

Without practice, there is no transformation. Pausing to help others identify what to practice breathes life, vitality and momentum into their new awareness and commitment. The people we are helping to grow can be fully aware and committed to noble goals, but if we fail to consistently give them the opportunity to practice new behaviors, it is like lighting a lamp and closing our eyes.

experienced or accurate person in the room, we position ourselves to fall into a listening black hole. The kiss of death for collaboration, connection and innovation, is moving too quickly to our own perceived "right" answer. Slow down, and challenge yourself to pause and to listen a few minutes longer to move from transaction or hyperaction to transformation.

### Listening Pitfall 2: Impatience and Boredom.

When conversations or meetings don't reflect our point of view or are not intellectually challenging enough, we may get impatient or bored. If we are too caught up in our judgmental self-conversation, we can never really genuinely listen and hear what is going on around us. Fight your impatience and boredom by looking deeper. Pause to question: What are they seeing and understanding that I don't see? What are the beliefs underneath what is being said?

**Listening Pitfall 3: Bias for Action.** Sometimes listening is challenging because we want to do something, not just hear about it. Our hyperactive impulses derive from our certainty that we know the solution and reactively want to implement it. However, as a senior leader, when facing a complexity and/or a maturing team, it isn't always optimal to rush in with the answers, unintentionally creating dependency, stunting the growth of others and sacrificing transformative breakthroughs. Pause a bit longer to let groups struggle and

## Summary: THE PAUSE PRINCIPLE

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strain more as they explore ideas, options and deeper solutions. Listen to how they are collaborating, resolving conflict and problem solving. ●

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### Pause to Grow Cultures of Innovation

The world belongs to the most innovative. In today's VUCA world, efficiency is the mark of management, whereas innovation is the hallmark of leadership. In fact, in today's nonstop, globally connected business climate, sustainability rests on innovation. Without incessant innovation, the wave of someone else's innovation will overtake us. Innovation is no longer merely a distinguishing difference for organizations; it is the enduring difference. But where is this innovation going to come from? From the rare genius-like inventors? Or from a culture of curious learners who are so passionate, engaged, and purposeful that they can continually redefine and reinvent?

#### Purpose Drives Innovative Cultures

Ray Anderson has become a legend and an inspiration. Yet, if you had heard him speak at TED in 2009, he would have told you that he is an industrial engineer, an entrepreneur, “who went from being a plunderer, a recovering plunderer, thanks to the people at Interface, to America's Greenest CEO in five years.”

In 1994, at age 60, Anderson, who was then CEO and founder of Interface, Inc., changed the course of his publicly held, industry-leading, highly profitable floor-covering company. As he described it, “I wanted Interface, a company so oil-intensive you could think of it as an extension of the petrochemical industry, to be the first enterprise in history to become truly sustainable — to shut down the smokestacks, close off its effluent pipes, to do no harm to the environment and take nothing not easily renewed by the earth.”

Anderson was an innovator from the get-go. He started his company in 1973 with an idea that challenged the status quo in the carpet industry. He dared to think that carpet could be made in modular squares, not only rolls, totally transforming the flooring industry.

Pausing to read a book can ignite the spark that catalyzes radical innovation. In 1994, Anderson was reading Paul Hawken's book, *The Ecology of Commerce*, in preparation for a talk to an Interface task force on the company's environmental vision. They had none and customers were questioning the company about what it was doing about the environment. When Anderson read Hawken's assertion that industry leaders are not only

responsible, but the only ones who have the power to reverse the destruction of the biosphere, he experienced what he described as a “speak in the chest” epiphany, a meaningful realization of his responsibility to step forward, and a realization that one company could play a significant role in creating a model for sustainable business that others might follow.

Anderson's vision and mission was to eliminate any negative impact Interface has on the environment by 2020. He reinvented the company and his vision changed “every aspect of the business, creating a culture of associates who are highly adaptable to the pace of change it brought and highly committed to its success.” The shared vision “flattened the organization” because a hierarchical structure would stand in the way of the purpose-driven collaboration and cooperation required.

#### A Culture of Openness

To foster creative solutions, Interface also needed to grow a culture that encouraged openness and allowed for failure. Associates at all levels felt engaged and connected to something bigger than making carpet. Their accomplishment toward their mission has changed not only Interface, but, by example, the industry. By 2011, before his death, Anderson estimated that they were more than halfway to their goal.

Anderson lived the Pause Principle. He was willing to engage the Inside-Out/Outside-In growth dynamics as he innovated self, others and his organizational culture. He had the courage to stop momentum and see a new way forward. He faced reality and then he changed it — the two required actions of authentic, purposeful, innovative leaders.

#### Creating a Culture of Innovation

Mike Paxton, former CEO of Haagen-Dazs and recent CEO of the rapidly expanding jewelry company Chamilia, is a great example of a collaborative leader who creates cultures of innovation. Paxton excels at engaging his people in the process of figuring out new, better ways to do things.

In thinking about what innovation could mean for Chamilia, Paxton paused to think about how he could convey to the organization how to make continuous innovation a companywide goal. “This is a fast-growing successful company with highly energized teams with tremendous creative design success,” he said. “I had to step back to think about how I could inspire them to push the envelope, set innovation as the goal not just in design, but in all areas.”

## Summary: THE PAUSE PRINCIPLE

Paxton challenged everyone with this possibility: “Every year, starting this year, we’re going to be *the* innovator in the industry.” Everyone rallied around the goal. Paxton had everyone, not just the design people, but also the people in display, manufacturing and the whole supply chain, challenging themselves to think differently about how they produced things in new ways. “The whole idea of innovation has transcended itself. It’s now a part of the culture, and it is permeating all areas. People feel challenged in a positive way to keep growing; it’s not just routine.” Paxton paused to create a culture of innovation.

### Fail Your Way to Innovation

While rallying people around a common, compelling mission of innovation is crucial, it is also extremely critical to create an atmosphere in which experimentation and failure are seen as allies not threats. Most organizations aspire for innovation, but because they also do everything possible to avoid failure, they unknowingly squeeze the innovative life force out of the culture. While most organizations want innovation, they don’t realize that much of what they do kills it.

Many years ago, John Rollwagen, the former CEO of Cray Research, shared with me, “I have never seen anyone fail, recover and learn so quickly. Seymour Cray was fearless in his experimentations and lightning fast in his ability to learn from failed attempts. He visibly innovated through rapid failure.”

### Shifting Focus and Opening Up Possibilities

Pause is the fundamental growth process by which we can move from management effectiveness to leadership innovation. Pause liberates us from the imprisonment of the reactive “stimulus/response” pattern of non-agile management and frees us to proactively cultivate the possibilities that derive from the “stimulus/pause/multiple responses” of curious, learning-agile leadership.

Robert was an extremely bright and effective CEO of a multibillion-dollar consumer products company. Always two or three steps ahead of his team, his quick mind could solve most problems. However, during a severe financial crisis, he and his team hit the wall. Tried-and-true solutions just looked old and tired. His run of uninterrupted successes in the past compelled him to keep pushing for what had always worked, yet nothing was working.

Finally, he and his team found the courage and the wisdom to step back and look at themselves and their marketplace with fresh eyes. They studied successful companies from outside of their industry. They visited

Google, Apple, Salesforce.com and Procter & Gamble. They invited consultants from different industries to share expertise with them. They assessed and coached themselves to step up as more effective, innovative leaders. They recruited people who came from different industries and had radically different experiences from them, and they welcomed diversity.

Commenting on the transformation, Robert said, “It all started with stepping back. If we had just worked harder and harder with our same approaches, we may have survived, but we would never have made the innovative breakthrough.” Innovation begins with an agile leader who proactively engages others in the shift to a new reality. ●

## Three After Words: Pause It Forward

What if a critical mass of leaders paused not only to influence their immediate concerns, but also stepped back for a bigger transformation ... the transformation of the toughest issues we face as citizens in a global society?

You are encouraged to pause for two very important final reflections:

**1. Pause It Now.** First and foremost, are you doing everything possible to grow yourself, grow others, and grow innovation? Global transformation begins with leaders like you authentically serving their immediate spheres of influence.

**2. Pause It Forward.** Second, what more could you do to “play a bigger game” to more positively influence the broader systems and human needs in our local communities and the world?

If we each step back to consider how to do our part, we may have a chance to lead forward to foster more enriching, sustaining futures for successive generations. As Anderson said, “Unless someone leads no one will.” It is up to us, the current generation of leaders, to create the future. It is up to us to pause it forward with authenticity, purpose, and generativity. ●

### RECOMMENDED READING LIST

If you liked *The Pause Principle*, you’ll also like:

1. **Just Listen** by Mark Goulston. Learn the secret of getting through to anyone, even when productive communication seems impossible.
2. **Leadership Gold** by John C. Maxwell. Maxwell shares a lifetime of leadership truths, which can guide anyone who currently leads or aspires to lead.
3. **Power** by Jeffrey Pfeffer. Pfeffer, one of the greatest minds in management theory, reveals how to succeed and wield power in the real world.