



Consider

Harnessing the Power of Reflective Thinking in Your Organization

THE SUMMARY IN BRIEF

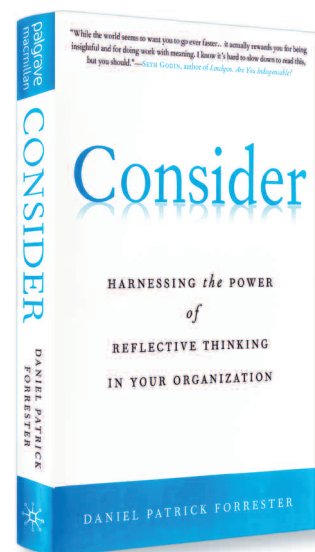
“Stop, think, and don’t do something stupid!” This is the warning Dr. Robert Bea drills into his civil and environmental engineering students at the University of California in Berkeley. Bea wants to dramatize what he terms the inevitable “oh s---!” moments that present themselves — before an actual engineering calamity, like the Deepwater Horizon/BP disaster, happens.

There is an intangible and invisible marketplace within our lives today where the products traded are fourfold: attention, distraction, data and meaning. The stories and examples within *Consider* demonstrate that the best decisions, insights, ideas and outcomes result when we take sufficient time to think and reflect. While technology allows us to act and react more quickly than ever before, we are taking increasingly less time to consider our decisions before we make them.

Daniel Patrick Forrester supplies an arsenal of ideas and solutions that will help leaders solve the right problems. Including interviews with leaders such as General David Petraeus, attorney Brooksley Born, and global investor Kyle Bass, Forrester shows us that taking time and giving ourselves the mental space for reflection can mean the difference between total success and total failure.

IN THIS SUMMARY, YOU WILL LEARN:

- To replicate the behaviors of individuals who formally structure think time and reflection to solve both simple and complex problems.
- To ensure that technology encourages productivity without creating unwanted distractions that consume organizational think and reflection time.
- What it means to create an organizational culture where think time and reflection are part of daily routines.



by Daniel Patrick Forrester

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THE COMPLETE SUMMARY: CONSIDER

by Daniel Patrick Forrester

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Introduction: The Space Between Data and Meaning

“Stop, think and don’t do something stupid!” This is the warning Dr. Robert Bea drills into his civil and environmental engineering students at the University of California in Berkeley.

There is a hierarchy of communication we all practice, in which electronic and immediate data responses reign far above in-person and more time-intensive, dialogue-driven interaction. Organizations that prioritize think time and reflection benefit by ensuring that workers are focused on solving the right problems that matter to the mission and stability of the organization. Organizations that embed think time and reflection into processes and routines are more likely to generate new ideas, products, services and solutions.

Through more than 100 interviews, I have discovered dozens of ways for you to reclaim what immediacy has taken away: reflection.

It’s only when we have context and perspective separated from the actual problem that a new idea can form that might solve it. When, inside your organization, evidence presents itself that it’s best to take a step back and reconsider the problem, will you have the courage to force moments to stop, think and not do something stupid? Within the stories that follow you will discover that it can be done. ●

The Human Need for Think Time: Of Business, Interleaving and Oil Spills

Think time is the purposeful elevation of chunks of our work time forged within densely packed schedules.

It forces the consideration of core significant impending decisions, outside of cursory overviews and immediate response.

Closely related, but requiring more discipline to achieve, is the state of reflection. Reflection is the deliberate act of stepping back from daily habits and routines (without looming and immediate deadline pressures), either alone or within small and sequestered groups. It’s where meaning is derived through reconsideration of fundamental assumptions, the efficacy of past decisions and the consequences including the downside of future actions. It’s where space is given for the “totally unexpected” to emerge.

Robert Shumsky, professor at the Tuck School at Dartmouth, believes that technology and automation rapidly force outcomes that may not be the most desirable. “In every company,” he said, “I think there is a tendency to believe that if you’re moving, if you’re doing something immediate (or at least it looks like immediate), then you’re doing the right thing.” What Shumsky is referring to is an ingrained bias for action.

Admiral Thad Allen was chosen by President George W. Bush to be the new lead for the Katrina response following Michael Brown. He said, “When I went back to my room at night, I had quiet time. I was isolated and had time to reflect. I also used transit time as some down time when I could think uninterrupted.” During one helicopter ride, Allen looked out over the devastation. He said, “I had the epiphany that I was dealing with the effect of a weapon of mass destruction used on the city of New Orleans, but without criminality. And up until that point, no one had stepped back and said we are dealing with a different animal here.”



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Through moments of think time and reflection, Allen reclassified a catastrophic event and reframed it within a new and more effective context.

In the final months of his role as commandant of the U.S. Coast Guard, Allen was yet again tapped to become the point person for the federal government for the unprecedented oil release happening 5,000 feet below the water's surface in the Gulf of Mexico. In this instance, Allen used his fleeting moments of reflection to help him frame descriptions of the aftermath of the Deepwater Horizon oil rig explosion.

What reflection and think time offer are specific and deliberate behaviors that allow for meaning to emerge from the vast supply of data that swirls around us. From dissent and debate to the wild and over-the-top, reflection supplies an arsenal of ideas and solutions to the right problems. ●

Forcing Think Time: Of Presidential Commutes, Personal Battle Rhythms, and Making Time to Wonder

Abraham Lincoln commuted back and forth between the White House and a cottage at the Soldiers' Home that he inhabited with his family. The Lincolns lived there "usually ... from early summer to late autumn," as Lincoln scholar Matthew Pinsker reveals.

For Lincoln it represented a sanctuary. It buffered him from the world of being president. Lincoln purposely created a physical separation between his work and his home life.

General David Petraeus sits within a flow of data that dwarfs anything faced by Lincoln. On a daily basis, he immerses himself for nearly an hour-and-a-half in his "daily brief." The binders that sit on his desk contain reams of analysis, often compiled overnight, which he must consider.

The decisions made by Petraeus and other senior military leaders involve complex national security situations and often have life-and-death consequences. He said, "You have to put down time in. When I was in command in Iraq, I typically fenced an hour a day in the mornings. You'd use it in different ways; sometimes you would catch up on what you hadn't assimilated the previous day. Other times you would use it to think through something coming just over the horizon."

How many CEOs would consider taking up to two weeks away from their families and day-to-day opera-

tions and be alone in a cabin in the woods? Since the 1980s, Bill Gates, the former CEO of Microsoft, does just that. In the months before, Gates solicits ideas, papers and concepts from leaders around the company. He then goes off in the woods to read them, vet them and then take action on the ones he saw as having the highest potential. During the week, he bars all outside visitors.

The examples of forced think time within this chapter raise many questions and issues for leaders and managers to consider within their organizations and related to their own behavior:

Control. We can control how we structure the moments that arise and our responses. Like Lincoln, do we dedicate more time to reading and digesting information instead of generating content for others to consume?

Attention. We must come to a conclusion about the consequences of giving only partial attention to top initiatives. One might be that we can only think deeply about one matter at a time.

Hierarchies of communications. Leaders must ask themselves: What value do I place on language and texture that is only accompanied by its verbal expression versus the use of technology that allows for immediacy?

Asynchronous dialogues. Petraeus shows that having many ongoing conversations with people who can do some initial deep thinking for him does not absolve him of owning and mastering new content and ideas.

A meeting with oneself. It is clear that we treat time with our thoughts as a low-level priority. From holding the morning sacred to coming off the field and unplugging for even just an hour, think time can be forced and found.

Reflecting on messages delivered by technology. Lincoln wrote in longhand through multiple iterations before they were transmitted. All of us must ask ourselves: When was the last time I used the save button as I drafted an email? ●

Thinking Out Loud: Of Terminal Niceness, Intellectual Awkwardness and Real Dialogues

Today, we often enter meetings unprepared. Our time is fragmented and we don't force moments to reflect before we get into the room. We only have cursory conclusions with few meaningful alternatives. We are

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often overly polite in discussions, as we are empathetic to other attendees who have also had very little time to think.

Joe Raelin of Northeastern University suggests that there are five levels within true “public reflection.” If all are on display, the culture is capable of questioning without alienating and assumptions will routinely come up for reconsideration in the natural course:

Level I: Being. Refers to a deeper awareness of who we are, and our mental models and biases as we enter a dialogue. It creates a climate for reflection within the group and asks that we experience or describe situations, often without our own involvement in them, without inputting meaning.

Level II: Speaking. This involves a collective voice and collective meaning within the group. It attempts to characterize the state of the group at a given time. People in this mode will be observed asking: What social practices is the group engaging in right now? What is emerging in our collective consciousness?

Level III: Testing. An open-ended query directed toward the group as a whole that attempts to uncover new ways of thinking and behaving. One may ask the group to consider its own process or attempt to explore underlying assumptions previously taken for granted.

Level IV: Probing. People within the group make a direct inquiry, typically to one member at a time, to point out the facts, reasons, assumptions, inferences and possible consequences of a given suggestion or action. Probing may attempt to point out inconsistencies in members’ reasoning patterns, perhaps helping them to uncover the assumptions.

Level V: Disclosing. Here, people stay within themselves and, at the same time, share their doubts or voice their passions. By disclosing, participants unveil their feelings at a given moment based on what has just transpired or they may present a story to reveal the depth of their experience.

A leader has responsibility for not only finding time to think and forge connections while alone, but to ensure that the organization embraces proven methods to allow dialogue to generate new ideas and explore the downside of a given strategy.

- When was the last time you participated in a moment of true “public reflection”? As the workload increases and distraction abounds, the rare moments of public reflection hold significant meaning.

- What is the supply chain of analysis feeding into the dialogues you and your team are attempting to have? As you read and learn are you simply snacking on content that you scan on the Internet or in a magazine?

- Iterative and deliberate discussions can create the atmosphere for divergent opinions and new ideas to emerge.

- The existence of “terminal niceness” within your organization is a likely sign that debate and dissent are long gone and groupthink is accepted. At the root of this behavior is a culture that can easily miss an innovation or market opportunity. ●

Promoting Think Time: Of Intellectual Freedom, Digital Books and Manly Refrigerators

In many ways, think time and reflection live at the core of what enables a business to thrive.

One celebrated technique employed within Google is the allocation of so-called 20-percent time to its engineers. The company encourages its engineers to spend 20 percent of their work time on “whatever they want.” This benefit has been widely discussed as a core component of Google’s innovation agenda.

Giving 20-percent time to employees is a powerful example of decentralized decision making. Engineers are trusted with making the decisions surrounding their involvement with maturing ideas that may have little to nothing to do with why Google hired them in the first place.

Whirlpool is a century-old company that made a clear decision to allocate think time in a quest to be more innovative. One key process promoted by innovation author and consultant Gary Hamel has had a profound effect on Whirlpool. It’s given rise to differentiated products that would never have been born inside normal business operations. It involves challenging what are called the “orthodoxies” within the company. Orthodoxies are “the strongly held beliefs that Whirlpool has about itself. If they can overturn them or smash them, then we could see a new insight.”

A project will only enter the company’s innovation “pipeline” if it is screened against this very specific definition: the project must meet a consumer need and solve a problem; there must be nothing like it in the marketplace; the idea has to make money for Whirlpool.

There are many lessons to learn from these two examples, including:

- 1. Define the sandbox.** Both Google and Whirlpool have defined innovation to various degrees. Whirlpool has been more explicit in that its innovation agenda must contribute to making money. You must take the time to define the edges of the sandbox.

2. Idea architecture versus autonomy. The autonomy that comes with allowing people to think about and work on what they want is compelling. Yet self-direction can cause individuals and smaller teams to flounder. Having some structure on top of autonomy helps ensure that there are guideposts and bumpers that gently guide money-making ideas into reality.

3. Language matters. The late Admiral Art Cebrowski once advised me, “You can’t expect old language to carry new ideas.” As you set out to interpret what think time can mean to your organization, ensure that it is described in new ways that convey what it is and is not. Make it distinct from the daily rhythm and language of the business.

4. Challenging orthodoxies. There must be “safe space” for people to express and offer ideas that get to the root of ingrained concepts the firm has about itself, its marketplace and even its consumer. It’s only by granting people the time to step outside of the day-to-day that such a notion can even come into one’s mind. ●

Taking a Step Back: From Abusing Email to Exceptional Organizations

Habits and routines rapidly form inside organizations. In the midst of the status quo, institutions rarely step back to re-examine assumptions and behaviors that are inevitably altering the trajectory of their company.

Can you imagine even one day at the office without email? The CEO of PBD, a small inventory management and shipping company, did just that. In 2006, Scott Dockter finally had enough of the barrage of email.

He thought to himself that, at least for one day a week (Friday), staff could get to know each other again and talk face-to-face when possible or connect via phone if they were in different cities. The only exception to the rule was for external email: if a client emailed someone inside the company on that Friday, then a PBD employee could respond.

Email use on Fridays dramatically dropped. In fact, email traffic on other days of the week began to decline as well. They calculated that prior to implementing the no-email rule, employees spent more than half of their workday simply reading and responding to email that was of no real value to serving clients.

Sister Mary Jean runs the SSM Health Care system. She learned about the nationwide, government-sponsored, Malcolm Baldrige National Quality Award

Let’s Digitize Everything

Author Ken Auletta chronicled the day that the Google Books project was hatched and the CEO of the company, Eric Schmidt, first learned of the project. He writes, “Schmidt remembers the day in 2002 he walked into Larry Page’s (Google co-founder) office and Page surprised him by showing off a book scanner he had built. It had been inspired by the great Library of Alexandria, erected around 300 B.C. to house all the world’s scrolls. Page had used the equivalent of his 20-percent time to construct a machine that cut off the bindings of books and digitized the pages. ‘What are you going to do with that, Larry?’ Schmidt asked. ‘We are going to scan all the books in the world,’ Page said. For search to be truly comprehensive, he explained, it must include every book in the world.”

Program. The program is led by Dr. Harry Hertz. Hertz says, “Baldrige is really an awareness and thinking tool. It provides a systems-level perspective to thinking and managing an enterprise and more importantly all of its inter-relationships.”

The Baldrige process pushed SSM to consider many issues that get lost in the day-to-day operations. What does quality mean? How does the organization’s strategy translate into actual implementation? The Baldrige process supplied SSM with a sustained period of introspection.

Employees are given authority for a moment of pause to reconsider what is about to happen for a patient or course of treatment. Sister Mary Jean said, “The person who stops the line is actually congratulated. If, in fact, either a manager or an administrative person does not support the person who stops the line, the manager or the administrative person will be fired.”

Time for thinking will not arise unless leaders and managers take deliberate actions to drive new outcomes and models for working. Key areas for dialogue include:

1. Questioning email and putting it in context. Does your company even employ a basic set of policies for use?

2. Discuss responsiveness in your organization. While maintaining high levels of customer service, is it possible to imagine some rules set around response?

3. Openness to outside scrutiny. When was the last time you willingly opened up a function, let alone your whole business, to any level of outside scrutiny?

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4. Encourage system-wide thinking. The complexity of relationships and the translation of strategy to implementation require thinking holistically about the problem.

5. It's okay to "stop the line." When was the last time an employee was rewarded for "flagging" something she saw as likely to harm a desired outcome? ●

Too Big to Think? Of Cassandras and Cognitive Dissonance

In the dizzying run-up to the financial collapse, reflection was seldom to be found. There was a collective failure on behalf of thousands of very smart people, government regulators and millions of homeowners to step away from the lure, temptations and consequences of too-good-to-be-true real estate investing.

One of the most powerful barriers to think time is the rationalizing away of downside risks and unknowns presented in a globalized marketplace. Systematic failure to encourage debate, dissent and push back against poorly thought-out investment strategies nearly led to the catastrophic collapse of banks — along with everyone they do business with. Two atypical thinkers pondered the financial markets with all their increasing complexity and arrived at far different conclusions from the masses and Wall Street market makers.

Attorney Brooksley Born wondered about the emerging over-the-counter (OTC) derivatives market in the late 1990s and concluded that the unknown risks associated with their compounding use might one day have debilitating impacts on Wall Street and average taxpayers. The more she learned, the more she questioned what she was seeing and she issued warnings that no one wanted to hear.

Global investor Kyle Bass and his hedge fund team at Hayman Capital in Dallas immersed themselves in much of the same data as Wall Street's smartest people and reached very different conclusions about the downside risks of subprime mortgages. He concluded that the assumptions underlying the meteoric rise of these assets were deeply flawed. His structured analysis involved stepping away from the herd mentality through debate and dissent; this played a key role in making his investors hundreds of millions of dollars.

Examining their thinking habits and some similarities and approaches related to the near financial meltdown suggests several actions and questions for leaders and managers to consider inside their organizations:

1. Finding and studying cassandras. How would you attract a Bass or Born to join your company? Would you have the ability to detect their unique skills if they existed within your company?

2. Better managing of cognitive dissonance. This means acknowledging that there are viable alternatives to what you see as reality. How does your company formally question business as usual?

3. Learning from and detecting fraud. Fraud is a leading indicator of potential concern with an existing model. What does your company know about detecting fraud, both internally and on the outside?

4. Open-sourcing strategy, even in hostile environments. Seeking feedback with different points of view will ensure you are not rationalizing one direction at the cost of another. When was the last time you shared a contrarian view that was born out of healthy and balanced skepticism, and backed up by facts?

5. The power of doing other things. Our bodies decouple from the office, yet our unconscious minds continue to solve the problems that challenged us the previous day while at our job. How do firms encourage such detachment for improved problem-solving? ●

Rapid Contemplation: Rethinking War in the Middle of War

Once a war has begun, the military bias toward action and defeating an enemy is relentless. There is little time to think about fundamental concepts and foundational elements of a strategy — except if that strategy is failing. In 2005–06, as the Iraq war was being fought, reflection played a key role in turning the tide against a diffused, adaptive, and entrenched insurgency. Under the leadership of Marine Corps General James Mattis and U.S. Army General David Petraeus, a small and atypical group of war fighters and thinkers rewrote the doctrine of counterinsurgency in less than nine months.

The way the Army and Marines rethought counterinsurgency presents many lessons for other organizations to consider. First, there was a willingness to recognize a failing strategy and take top leadership off the battlefield to step back and rethink the approach. Second, structure and methods of the sessions for vetting the new ideas offer novel ways for attacking complex problems — even when time is against you. Finally, when reflection becomes habit we see evidence of a learning organization.

The rebuilding of the U.S. Army/Marine Corps Counterinsurgency (COIN) Field Manual, published in

multiple drafts from 2005 to 2007, stands out as an example of the power of reflection in the midst of unrelenting action. Both Petraeus and Mattis agreed that while in theater in Iraq, it would've been impossible to rethink the manual. Taking these top soldiers off the battlefield to think and recast policy and strategy runs counter to what so many institutions would do under the strain and uncertainty of challenging times.

The creation and rollout of the COIN manual demonstrate agility and resourcefulness while rethinking a failing strategy. Several insights are revealed:

1. Recognition of failing strategies that require new thinking and energy. Managers and leaders often perceived admitting to failure as a sign of weakness; yet doing so can give rise to resetting a problem through new dialogues.

2. Use history as a guide, not the only reality. Who in your company represents the reflective thinker capable of framing the challenges of your organization in a historic lens?

3. Engaged and dedicated senior executives turn moments of reflection into powerful cases for change. What is the last document or strategy you can point to as a “product of reflection” built with all parts of the organization and senior-level involvement?

4. Meta-dialogues help build trust among problem solvers. When things go wrong and new thinking is required, how would you engage outsiders as Petraeus did?

5. Finding evidence of a “learning organization” capable of adapting. What is the evidence your organization is learning and adapting?

6. Management through paradoxes. Paradoxical problem-solving frames balanced views into difficult problems. It consistently pushes people out of their intellectual comfort zones.

7. Atypical players invited to atypical tables. Embracing diverse perspectives during reflective dialogues ensures that strategies are not born inside an echo chamber. ●

Outside the Day-to-Day: From Radical Sabbaticals To Unleashing Reflective Capacity

Sabbaticals and time away from the day-to-day routine are evolving. Such time away reinforces meaningful distinctions between home and work that are now permanently intertwined. Think time and reflection can

Music at a Subway Station

Writer Gene Weingarten of *The Washington Post* wondered what would happen if a very talented violinist playing a 300-year-old, priceless Stradivarius were to don a baseball cap and play in the D.C. subway. Would people stop? Or are we all just too busy to even notice? Weingarten convinced Grammy award-winning violinist Joshua Bell to do just that. Bell played complex pieces by Bach and Beethoven. In summarizing the results of this unique experiment, Weingarten wrote: “In the three-quarters of an hour that Joshua Bell played, seven people stopped what they were doing to hang around and take in the performance, at least for a minute. Twenty-seven gave money, most of them on the run — for a total of \$32 and change. That leaves the 1,070 people who hurried by, oblivious, many only 3 feet away, few even turning to look.”

It's become the most watched video ever on the *Washington Post's* website — more than 1.8 million views. Weingarten had his own conclusion: “If we can't take the time out of our lives to stay a moment and listen to one of the best musicians on earth play some of the best music ever written; if the surge of modern life so overpowers us that we are deaf and blind to something like that — then what else are we missing?”

become a benefit given back to employees for their own use or structured to hatch an idea important to them.

The economic reset has forced millions into moments of involuntary time off, thousands of hours of think time that has likely altered the employee's time horizons for retirement and also the overall work ethic. What new models of work time and down time can be developed to address the human side of the economic reset? How many of these people need real time away from the company to simply recapture a meaningful distinction between home and work? How many have envisioned new ideas for companies they want to start?

Sabbaticals are a benefit that, at first glance, implies just costs. Yet, the benefits to the employee and within the company can be significant. At McDonald's, the sabbatical policy allows loyal and hard-working employees to use time outside the firm to pursue what they want — and in the process they think in a new way about their relationship to the company.

Taking a sabbatical implies much more than time off for an employee. The structure of that time matters. Within weeks and months, employees can be exposed to new places and experiences that disrupt the patterns of

thinking that have built up within the frenzy of day-to-day activities.

Time away from the company can also be powerfully directed at creating new ideas that can positively alter the company's cash flows. This time away from the daily routine represents the atypical application of the “no-break” and “always-on” mindset. ●

Reflection and Extreme Situations: From Commander's Intent to Finding the Middle Ground

Reflection is often thought of as a luxury afforded only under circumstances where time is plentiful and immediacy is at bay. Yet, I have discovered it exists inside situations and settings involving crisis, conflict and entrenched parties.

Within the chaos of war, generals spend a significant portion of their time expressing what is called “Commander's Intent.” It's really a thinking tool born after long hours of the commander's reflection time. General Mattis succinctly defined Commander's Intent as, “helping subordinates to understand the larger context of their part of the action.”

Commanders sequester themselves and draft communications in order to express their “intent” related to the actions and mission about to be undertaken. Within the chaos of a hostile apartment, the language and ideas presented will echo in the thinking of the soldiers so it constantly informs the many decisions they will make.

In March 2003, Mattis wrote, “You are part of the world's most feared and trusted force. Engage your brain before you engage your weapon ... Demonstrate to the world there is ‘No better friend, no worse enemy’ than a U.S. Marine.”

Petraeus's advice reveals that his intentions and guidance can and will take soldiers into situations for which there is no reference point. Self-direction and an individual's thinking will drive key outcomes. He says, “In the absence of guidance or orders, figure out what the orders should've been and execute them aggressively.”

The use of Commander's Intent demonstrates that a leader's reflection time can translate into the immediate thinking of their subordinates — even within the chaos of war. When was the last time you created such a clear statement of the intention behind a strategy or project? ●

The Future of Think Time and Reflection: From Sovereign Debt to Subway Performances

Following are five guideposts to look for as you seek to discover reflection in your organization. These guideposts provide evidence that reflection is valued. You can use them to begin some critical conversations:

Guidepost 1: Technology Versus Human Capacity: One of the key villains stealing away time for thinking and reflection is technology. Organizations that question technology's role in the context of routine human behaviors reveal evidence of reflection.

Guidepost 2: Real or Masked Dialogues: Organizations that demonstrate the ability to engage in uninterrupted dialogues that are generative of new thinking will be the most lasting of the century.

Guidepost 3: Dedicating Time for Thinking: Organizations that offer and celebrate think time, both inside and outside the workday, will prove to be the most innovative. Instant decision making often remains a must; but addressing chronic problems and nurturing big ideas can't be done in an instant.

Guidepost 4: Leaders Who Walk the Walk: Building reflection into the habits of an organization will not happen if the senior-most executives don't lead from the front. When leaders force think time into their own routines, others imitate such behavior.

Guidepost 5: Cultures of Dissent and Deep Thinking: When discussion is stilted and cultures can't actually engage in constructive debate, fundamental assumptions are not questioned and the wrong problems get solved. Dissent doesn't indicate one is not a “team player”; it's more indicative of a mind that will not rationalize away dissonance.

Time for reflection is an open invitation to discover what awaits us. The choice is ours: to permanently raise and reward the importance of reflection or simply meander through our next 10,000 emails. The consequences of that choice are also ours. ●

RECOMMENDED READING LIST

If you liked *Consider*, you'll also like:

1. ***The Power of Habit* by Charles Duhigg.** *New York Times* business reporter Duhigg takes readers to the thrilling edge of scientific discoveries that explain why habits exist and how they can be changed.
2. ***Flash Foresight* by Daniel Burrus.** Burrus provides seven foresight “triggers” enabling you to see the invisible and do the impossible.
3. ***The Wide Lens* by Ron Adner.** Adner offers a powerful new set of frameworks and tools that will multiply your odds of innovation success.