

The Pause Principle

By Kevin Cashman

An Executive Book Summary

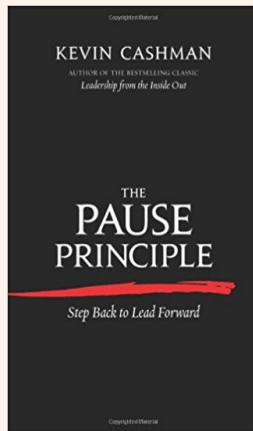
Professor Walker

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The author, Kevin Cashman



Cashman, Kevin (2012). *The pause principle*. California: Berrett-Koehler Publishers.

A Brief Summary

In his book *The Pause Principle*, Kevin Cashman encourages us to utilize pause points to help us focus our attention and our energy, to grow, to create, to solve problems, and to innovate. Cashman believes that these pause points are the key to “unlocking our hearts and minds, open us up to connect more deeply with others so that we can create something new and different” (p.2). This book is divided into three sections: Section 1 address pausing to grow personal leadership, section two examines pausing to grow those around you, and section three focuses on pausing to grow a culture of innovation. Cashman offers guidelines and tips on how to activate the power of pause and embody its enriching properties. He uses many memorable quotes scattered throughout the text to relay his message. Readers will appreciate the down to earth style in which the book is written.

“Pause powers performance”

In *The Pause Principle*, you may find answers to some of the problematic leadership questions that arise in an organization:

- How can we continue to perform in the face of global crisis, with increased stress and expectations?
- How can we become empowered to lead rather than manage?
- How do we step back, reflect, and become more aware of ourselves to be more productive.

Pause Principles

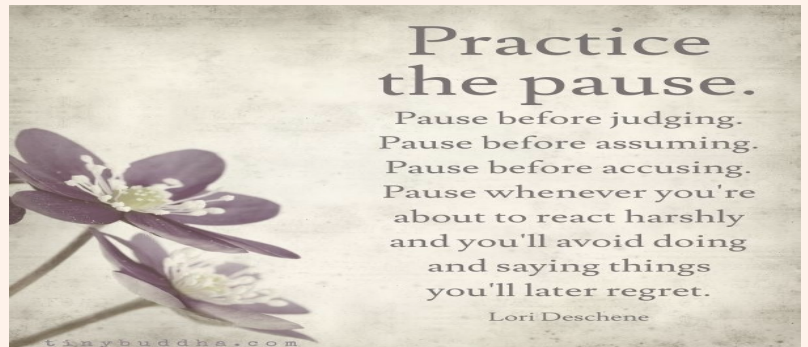
“To
Pause or
not to
pause?”
That is the
question

The pause principle is the conscience, intentional process of stepping back, within ourselves and outside ourselves, to lead forward with great authenticity, purpose and contribution.

7 Pause Practices

1. Be on purpose
2. Question and Listen
3. Risk Experimentation
4. Reflect and Synergize
5. Consider inside-out and outside-in dynamics
6. Foster generativity
7. Be authentic

“To grow
or not to grow?”



Tinybuddah.com

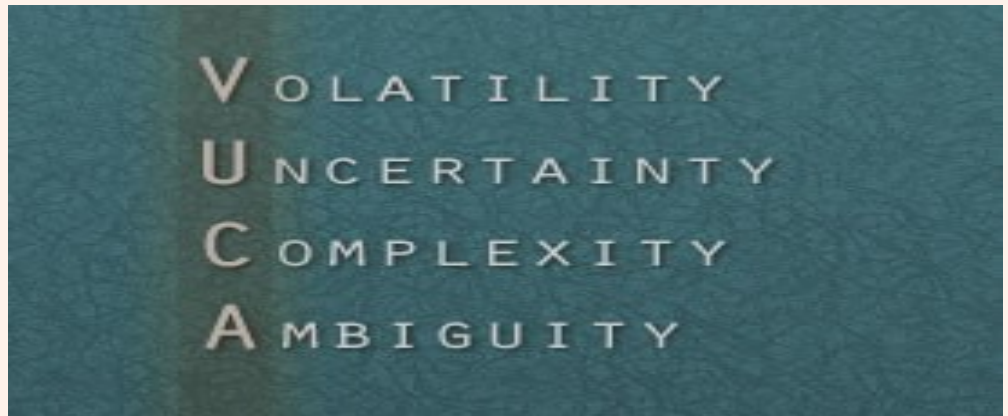
That is the other question.

V.U.C.A.

Volatile, Unpredictable, Complex, Ambiguous

“Paradoxically, pause
powers purposeful
performance”

The world we live in...



The army war college coined the term VUCA: Volatile; Unpredictable; Complex; Ambiguous. This refers to the action packed, busy, and constantly connected world we have created. We challenge ourselves to keep pace, this however is diminishing our leadership capacity. The job of a leader is to bring clarity and hope to all the chaos.

“Leaders bring clarity and hope”.

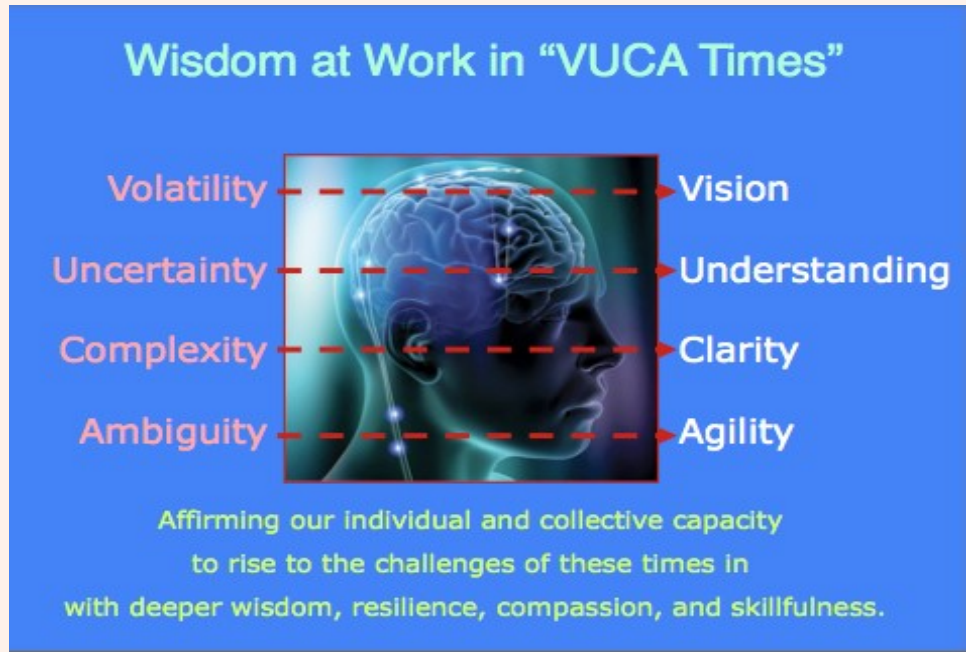
(Warren Bennis)

The New
V.U.C.A.
 Vision, Understanding, Clarity, Agility

“Create
 a new
 normal”

(Cashman, 2012)

Flipping the V.U.C.A. forces



<http://iamtechnologyblog.com/leadership-in-a-vuca-world/>

Leading Through VUCA

Speaking | Listening

Be Direct

in complex situations

Transparency in information communicated and received will gain mutual trust and collaborative efforts.

Be Understandable

in ambiguous situations

Clarity in purpose, direction, and responsibilities will empower others.

Be Reliable

in volatile situations

Follow through on what is said and agreed to will accelerate positive momentum.

Be Trustworthy

in uncertain situations

Invest in people, keep teams engaged, involve partners, seek to understand, speak to be understood, act with respect always.

Flipping the forces of V.U.C.A., and redefining them as Vision; Understanding; Clarity; Agility allows leaders to step back and lead forward. Through pause—we create a transformative, pragmatic principle for sorting through complexity and come into a conscience connection with what is important.

Philosophy | Values

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A Step back to lead forward.

Step Back to Lead Forward

Often we perceive hesitation and pausing to be the same. However, they have subtle but distinctive differences. Hesitation is a signal to us that a pause is in order, a sign that we need to pay attention to our surroundings, gather more information, knowledge and experience, and pause. This pause creates a clarity that brings us closer to the zone where discernment, intelligence, and power can be optimized.

“Moving from hesitation to pause, then deliberate action.” (Cashman, 2012)

Be on Purpose

Leaders remind people what is important. Meaning inspire us to contribute something extraordinary. Purpose give drive and context to personal growth.

Question and Listen

Questions inspire curiosity in us, they are the learning links that connect us to wisdom. Listening with authenticity opens doorways to self-knowledge and innovative possibilities.

Risk Experimentation

We must step back to attempt the new and different pathways to learning and discovery. This requires boldness and courage to face failure and to leverage its learning.

Reflect and Synthesis

“Managers analyze and judge, while leaders reflect and synthesis to create new ideas.”

Consider inside-out and outside-in dynamics

The more we pause, the more personal and strategic insight is available. Pausing to look inside and outside makes us more authentic.

Foster generativity

Generativity is the energy and enthusiasm we get from helping other people succeed. It is the joy of coaching, mentoring and stretching people to go beyond us.

Be authentic

Pausing to be more authentic, with ourselves and our people, and with what we inspire ourselves to be is critical to enduring value creation.

From Management to Leadership

Seven Key Shifts from management effectiveness to leadership excellence.

1. Moving from self-centeredness to self-awareness and service
2. Moving from people dominance and control to people development and deliberation.
3. Moving from complexity and confusion to clarity and hope
4. Moving from a presumption of knowing and expertise to listening and learning
5. Moving from heroic, unchallenged ideas to collaborative, constructive engagement.
6. Moving from status quo to curiosity, exploration, synthesis, and innovation.
7. Moving from accuracy and efficiency to purpose and transformation.

“If innovation is the new leadership, then pause is the new , transformative core competency for innovative breakthrough.”

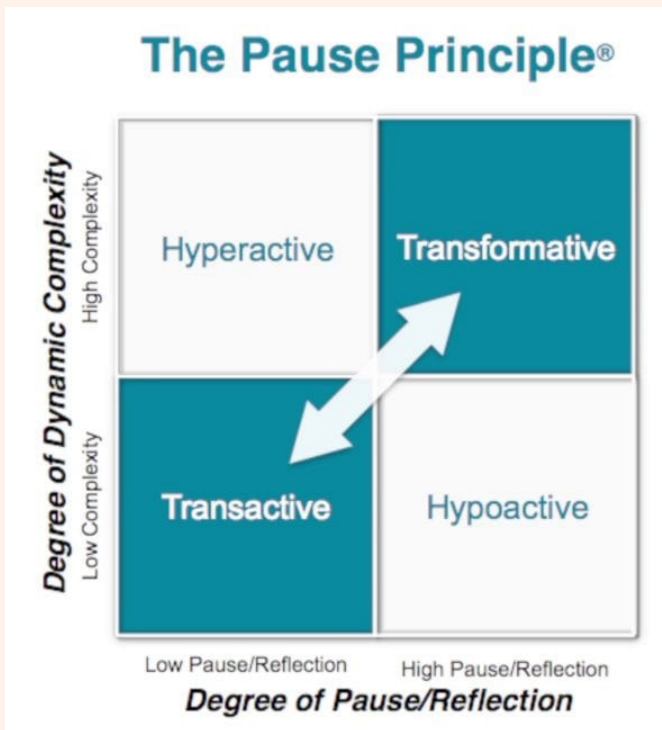
(Cashman, 2012)

Traditional Leadership	Innovative Leadership
Leader is guided primarily by desire for personal success and peripherally by organizational success	Leader is humbly guided by a more altruistic vision of success based on both performance and the value of the organization's positive impact
Leadership decision style is “command and control;” leader has all the answers	Leader leverages team for answers as part of the decision-making process
Leader picks a direction in “black/white” manner; tends to dogmatically stay the course	Leader perceives and behaves like a scientist: continually experimenting, measuring, and testing for improvement and exploring new models and approaches
Leader focuses on being technically correct and in charge	Leader is continually learning and developing self and others
Leader manages people to perform by being autocratic and controlling	Leader motivates people to perform through strategic focus, mentoring and coaching, and interpersonal intelligence
Leader tends to the numbers and primarily utilizes quantitative measures that drive those numbers	Leader tends to financial performance, customer satisfaction, employee engagement, community impact, and cultural cohesion

Pause to Grow Others

Leaders pause to ask powerful questions

At the early stages of a career, leaders build credibility by knowing the answers, at later stages credibility comes from asking the most powerful questions. These questions can help to 'flip' the VUCA forces. Questions unlock the door to new possibilities, new learning, and new ways to see ourselves.



Leaders pause to listening authentically

Effective leaders speak to influence and motivate, exceptional leaders listen to learn, collaborate, and innovate. There are three common reasons leaders are not able to listen authentically: hyper self-confidence, impatience and boredom, and bias for action. Managers take action quickly to try and advance an organization, where as true leaders listen deeply to activate latent energy and possibility.

“When people know that a leader cares, know that a leader in it for them, great things are possible”

(Cashman, 2012)

Pause to grow Others



Be on Purpose

Help people to determine their purpose and apply it as a development tool. Helping those to get aligned with their purpose is a direct route to authentic leadership development.

Question and Listen

Use questions to build awareness, build commitment, and build practice. Pause inside to ask the best questions, pause outside to listen deeply, and the growth will be profound.

Risk Experimentation

Growing others is a co-created process of hypothesizing, experimenting and exploring options together.

Reflect and Synthesis

Take time to reflect on the experience, expertise, strengths, vulnerabilities, talents, motivations and values of your people.

Consider inside-out and outside-in dynamics

Take the time to develop people with a good balance of personal insight and business relevant information.

Foster generativity

Step back to coach, develop and transfer knowledge and equip your people to flourish.

Be authentic

Growing others requires deep authenticity; authentic questions, authentic listening and authentic generativity. Be open and authentic with people and they will be with you.

The true measure of your leadership will not turn out to be your great achievements, but the number of great leaders you turn out.

(Cashman, 2012)

Pause to Grow Cultures of Innovation

An innovative leader must have confidence and self trust to repeatedly risk failure, the courage and openness to absorb hard-earned learning, and the endurance to eventually break through. (Cashman, 2012)



Innovate Globally

Innovate Industry

Innovate Culture

Innovate Others

Innovate Yourself

5 Domains of innovation

To create an atmosphere in which experimentation and failure are seen as a ally, not a threat is vital to rally people around a common, compelling mission. Taking a pause, is the fundamental growth process by which we can move from management effectiveness to leadership innovation.

Pause to Grow Cultures of Innovation

“The fire of innovation is lit with purpose and self-innovation, spreads by igniting the spark of innovation in others and burns continuously in a culture of innovation.” (Cashman, 2012)

Be on Purpose

Take time to clarify your motivating values and compelling purpose as this fuels energy and drive to work towards something extraordinary.

Question and Listen

Use the language of innovation; authentic questioning and listening.

Risk Experimentation

Have the courage to fail, while building momentum and speed through new learning.

Reflect and Synthesis

Set aside time for integration and synthesis.

Consider inside-out and outside-in dynamics

Foster optimal creativity internally and consider competitive, global, and futuristic dynamics.

Foster generativity

Take time to connect, coach, mentor, and develop your people. Challenge their thinking through the lens of innovation.

Be authentic

The innovation potential of your teams will be directly proportional to the leaders innovation embodiment. Be the innovator you wish to see in your culture.

Evaluation

The pause principle provides a framework to change from an effective manager to an excellent leader. Kevin Cashman promotes the idea of pausing to provide time to think clearly and to innovate new ideas. Using the seven pause principles, Cashman used pause point during the book to stop the reader, and provide time to think. Although this book had many valid points and used quotes effectively to convey its message, I found it to be repetitive and lack new information as the book went on. Cashman does however present a perspective on how leaders need to behave to truly move any organization forward. IN this way I believe this book was a good read for new leaders as they work towards finding themselves in their new role.