

## INDEX

### A

- Action: consequences of  
rushed, 32–33; when to  
pause before taking,  
36–37, 47
- Aggression, 157, 223n1
- Ahtissari, Marti, 185
- Alawi, Ali, 183
- Amazon, customer service  
experience at, 91–92
- American Association for  
Cancer Research (AACR),  
178–179, 224n3
- Anbender, Ken, 220n1
- Anchoring, 88–89
- Anger: controlling, fueled by  
resentments, 149–152; in  
customer service work,  
89–90; Get Curious Not  
Furious approach to  
defusing, 60–62, 107–108;  
as inappropriate mindset  
for responding, 59; leading  
to insight vs. action, 58–59;  
pausing to get beyond,  
42–45; as response to time  
pressures, 55
- Appreciations: giving, as Power  
of Pause practice, 197–198,  
202, 213; tips for giving  
and accepting, 208–210;  
workplace transformed by,  
199–201
- Ariely, Dan, 56
- Assumptions: checking,  
as component of  
communication intelligence,  
41–42; questioning, when  
expectations not met,  
48; suspending, with Get  
Curious Not Furious  
approach, 59, 84
- Athletes: managing, using  
pause, 203–207; pausing to  
examine poor performance,  
101–102
- Attention: continuous  
partial, 6–7, 119–120, 219n1;  
deficit disorder, 65; filters’  
impacting, 68–69
- Attitude: of curiosity, 84;  
importance of, 42, 47
- Attitude adjustment  
accelerator, 153–154

- B**
- Behavior change: 3 A's of, 86, 161–162; example of, 160–161
- Bendetson, Bobby, 180–190, 215
- Bendetson, Norris, 180
- Benson, Herbert, 30
- Bharucha, Jamshed, 181, 185, 188–189
- Bittman, Mark, 219n2
- Blaming: in customer service work, 90; as element of employee problem, 75–76; ineffectiveness of, 66, 86
- Bosses: managing up, 115–116; solving conflict with, 96–100
- Botha, Hentie, 181
- Brain: activity of, during sleep, 47; benefit of relaxation response to, 31, 32; and emotions, 120–121; frames of, and change, 188–189; importance of learning for, 162–163; push vs. pause orientation of, 109
- Breath: triggering fight-or-flight syndrome, 64–65; value of moment of, 17–20, 215
- Buckingham, Marcus, 196
- C**
- Cancer research: example of collaboration in, 171–178; incentives for collaboration in, 178–180, 224n3
- Carbone, Michele, 171–178, 180, 224n3
- Carmon, Ziv, 56
- Caron, Tony, 132–137
- Change: behavior, 3 A's of, 86, 161–162; discomfort with, 118; environment of constant, 118–119; example of, of habits, 160–161; leading 114
- Chodron, Pema, 157
- Choice: feeling of not having, 15, 46–47; gaining control of, 29–32, 212; and prioritizing work, 122–125; of reaction vs. pause, 8, 31
- Christensen, Clayton, 113
- Clements, Jonathan, 67
- Clients: asking questions to solve problem with, 25–28; avoiding reacting in anger to anxiety of, 42–45; preventing problems with, 29
- Collaboration: in cancer research, 171–178, 178–180, 224n3; to create Iraq reconciliation process, 183–190; in government, 192; leadership based on, 190; pausing to overcome obstacles in, 216; for reconciliation in South

- Africa, 181–182; shifting behavior to, 168–170; situations requiring management of, 191–192; for success of e-commerce innovation, 193–195
- Collins, Jim, 127
- Communication: filters’ impact on reception of, 67–69; incomplete, when rushing, 32; loss of “human moment” in, 65; missed understandings in, 66, 159–160; portion of, understood or remembered, 71; and unexpressed or misunderstood expectations, 56. *See also* Miscommunication
- Communication intelligence (CQ): cues indicating time to activate, 46–48; defined, 38; demonstrating, when reverse rephrasing, 155; foresight component of, 40; mindfulness basis of, 38–39; mindset for, 41–42, 79
- Competition, misperception about pause and, 50–51
- Confirmation bias, 67
- Continuous partial attention, 6–7, 119–120, 219n1
- Control: and anger, 62; and knowing your triggers, 156–157; over choices, 29–32, 212; over patterns of reacting, 156–157; regaining sense of, 20; of resentments, 149–152; using pause to gain, 35–36
- Cooperation, human tendency toward, 169–170. *See also* Collaboration
- Crook, Thomas, 47
- Cultural differences: miscommunication due to, 173; reverse rephrasing tool, 169
- Curiosity: about nonspecific appreciation, 210; access to communication intelligence provided by, 79; athlete using, to reflect on poor performance, 101–102; building trust with, 119; caution on expressing, 108; checklist to determine level of, 80, 82–83; in collaborative cancer research, 173, 175; difficulty of developing habit of, 57–59; importance of, to leadership, 137–138; innovation enhanced by, 80–82; as mindset for rephrasing, 78; solving

- Curiosity: (*continued*)  
 conflict with leadership using, 96–100. *See also* Get Curious Not Furious approach
- Curiosity Cues Checklist, 80, 83
- Customer service: common problems in, 89–90; employees as internal customers of, 132–138; examples of exceeding expectations in, 91–93; ideas for improving, 94
- D**
- Decision making: anchoring in, 88–89; automatic, 15–16, 22; benefit of introspection in, 56–57; bottleneck problem in, 132–139; by doctors, 87–88; improved by empathy, 120–121; improved by pause, 22, 22–24, 81–82; misperception about pause in, 49–50; and time pressures, 55; transparency of thought processes in, 117–118; when listening while impaired, 161
- Designated Driver program, 4–5, 85, 160–161
- Disruptive technology, 113–114
- Drucker, Peter, 116
- E**
- Education, framework for learning provided by, 189–190
- Effectiveness benchmarks, 194–195
- Effectiveness Equation, 3, 24, 41, 190, 202
- Elam, Joyce, 96–100, 130
- E-mail, 6, 27
- E-mail apnea, 64–65
- Emotional hijacking: defined, 57; interrupting, 59–62, 221n5
- Emotions: and automatic decision making, 15–16, 22; as contagious, 120–121; pausing to get beyond, 42–45; venting to relieve, 59, 97, 101, 108. *See also* Anger
- Empathy, 120–121
- Expectations: boss's actions not meeting, 96–100; exceeding, of customer service, 91–93; unexpressed or misunderstood, 56
- F**
- Filters, 67–69, 212
- Flores, Fernando, 220n1
- For Kids' Sake* campaign, 4, 85
- Francona, Terry, 203–207
- Frankl, Victor, 46–47
- Franklin, Benjamin, 51
- Future, importance of humane management in, 21

**G**

- Gap advantage, 14  
 Garvin, David, 117  
 Get Curious Not Furious  
   approach: benefits of, 59;  
   to defusing anger, 60–62,  
   107–108; to hotel employee  
   name tag problem, 73–76; to  
   improve team functioning,  
   140–141; overcoming  
   objections to using,  
   107–108; as phrase to  
   remember, 217; as Power of  
   Pause practice, 79–80, 212;  
   to resentments, 150  
 Gibraltar Private Bank & Trust  
   Company, 132–139  
 Giving benefit of doubt:  
   with hotel employee name  
   tag problem, 73–76; as  
   Power of Pause practice,  
   71–72, 212; trust built by,  
   204–205  
 Gladwell, Malcolm, 64  
 Glanville, Doug, 203, 204  
 Goleman, Daniel, 57  
 Groopman, Jerome, 87

**H**

- Habits: example of replacing  
   old with new, 160–161;  
   3 A's of forming new, 86,  
   161–162

- Hallowell, Edward, 65  
 Hayworth, Steve, 132–133, 135,  
   137–138  
 Health, time pressure's effect  
   on, 63  
 High touch, 78  
 Homer-Dixon, Thomas, 118  
 Humility: in collaborative  
   cancer research, 175;  
   defined, 41–42, 127;  
   professional baseball coach  
   exhibiting, 205–206; with  
   reverse rephrasing, 141–143,  
   156; as transformational,  
   130, 138; when giving and  
   accepting appreciations, 208.  
*See also What don't I know*  
*I don't know* question

**I**

- Impatience, 63–64  
 Introspection, in decision  
   making, 56–57  
 Iraq, negotiating reconciliation  
   process for, 183–190  
 Ireland, reconciliation expertise  
   from, 182–183, 185  
 Ismail, Aboobaker, 182

**K**

- Kazanjan, Kirk, 89  
 Kegin, Yuan-wu, 145  
 Klein, Stefan, 51

## INDEX

- Knowledge: and leadership, 114–115; obsolete, 116
- Konstantakatou, Anastasia, 182
- L**
- Landon, Kirk, 179
- Leadership: based on  
     collaboration, 190; curiosity employed to solve conflict with, 96–100; dependencies understood by, 115–116; and knowledge, 114–115; tips for agility by, 100–101
- Learning: education to provide framework for, 189–190; importance of, to mind, 162–163
- Lehrer, Jonah, 56–57
- Lencioni, Patrick, 75, 140
- Listening: in collaborative  
     cancer research, 172–173; in customer service, 94; filters’ impact on, 67–69; by leaders, 137–138; while impaired, 161. *See also* Rephrasing; Reverse rephrasing
- Loomis, Logan, 153
- Luechtefeld, Monica, 192, 193–195
- M**
- Maharaj, Mac, 182, 184, 185
- Markova, Dawna, 80
- Massarotti, Tony, 206
- McGuinness, Martin, 186, 187, 188
- Meunier, Joe, 199–201
- Meyer, Roelf, 182, 186
- Mindset: for communication intelligence, 41–42, 79; defined, 41; for rephrasing, 78; for reverse rephrasing, 154–155
- Miscommunication: comedy routine about, 39–40; due to cultural differences, 173; humans wired for, 161; as “missed understandings,” 66; reasons for frequency of, 62–65
- Moore, Harold (Hal), 22–24
- N**
- Naisbitt, John, 78
- Nocera, Joe, 91–92
- Novak, David, 209
- Nowak, Martin, 170
- Nurses, value of pause for, 17–20
- O**
- Obama, Barack, 192
- Office Depot, 193–195
- O’Malley, Pdraig, 184, 185, 186

**P**

- Padilla, Ramon, 122, 124–125
- Papelbon, Jonathan,  
101–102, 216
- Pause: for appreciations,  
197–198, 202, 209–210;  
choice of, vs. reaction, 8,  
31; consequences of acting  
without, 32–33; controlling  
resentments with, 149–152;  
cues for taking, 46–48; for  
dealing with time pressures,  
1–2; described, 21;  
discovering power of, 13–14;  
improved decision making  
with, 22–24; innovation  
encouraged by, 80–82;  
overcoming objections to  
using, 48–51; paradox of,  
35–37; problem solving  
improved by, 30, 32, 36–37;  
setting example of, 20;  
time required for, 49; and  
understanding how people  
change, 188, 188–189
- Pedroia, Dustin “Pedey,” 203–204
- Power of Pause: author’s  
experiences developing,  
3–5; in globalized work  
world, 216–217; as phrase to  
remember, 217; practices for  
implementing, 212–213
- Prioritizing, 122–125, 213

- Problem solving: and expression  
of problem, 89; improved  
by pause, 30, 32, 36–37; and  
solving the right problem,  
73–76; and understanding  
the problem, 96–100
- Proust, Marcel, 79, 190

**Q**

- Questions, importance of  
asking right, 25–28. *See also*  
*What don’t I know I don’t*  
*know* question; *What’s on*  
*your plate* question

**R**

- Race car metaphor: “drive-by”  
conversations in, 32; pause  
in, 29–30, 31; stripping the  
gears in, 32–33
- Ramaphosa, Cyril, 187, 188
- Ratey, John, 65
- Reaction: choice of, vs. pause,  
8, 31; danger of immediate,  
to e-mails, 27; gaining control  
over patterns of, 156–157;  
immediate, due to time  
pressures, 14–15; overcoming  
habit of automatic, 84–85;  
question to ask before,  
153–154; from resentments,  
148–149, 149–152
- Relaxation response, 30, 32

- Rephrasing: in bottleneck meeting, 134, 135; defined, 76, 103; how to adopt habit of, 77; mindset for, 78; overcoming objections to using, 104–107; as Power of Pause practice, 76–78, 212; tips on, 103–104; to verify meaning, 84, 118; when not to use, 106–107. *See also* Reverse rephrasing
- Resentment Bank Account, 147–152; making deposits in, 147–148; making withdrawals from, 149–152, 213; stop putting deposits in, 72–73, 212
- Resentments: controlling, with Power of Pause, 149–152; example of overcoming, 174–175; reactions triggered by, 148–149
- Resilience, 118, 159, 171–178
- Response. *See* Reaction
- Reverse rephrasing: defined, 142; example of success with, 143–145; overcoming objections to using, 158–159; as Power of Pause practice, 141–143, 213; tips on, 154–156
- Rosenberg, Mark, 122
- S**
- Scherer, John, 42
- Science, collaboration in, 170–180, 224n3
- Selfridge, Oliver, 162–163
- Sense of humor: “plate check” prioritizing using, 124–125; value of, 121
- Shaplen, Peter, 81
- Shiv, Baba, 56
- Smith, Jan, 220n1
- Soldiers, value of pause for, 22–24
- Sonnenfeld, Jeffrey, 58–59
- South Africa: reconciliation expertise from, 182–183, 185; reconciliation in, 181–182
- Stone, Linda, 64, 84, 219n1
- Strengths, professional development based on, 196. *See also* Appreciations
- Stress: managing employees’, 122–125; relaxation response to counteract, 30, 32; and time, 51; work effectiveness lowered by, 63
- T**
- Taylor, Jill Bolte, 109
- Teams: example of, using pause, 25–28; improving functioning of, 139–141

- Technology: collaboration  
 needed for innovation based  
 on, 193–195; collaborative  
 government based on, 192;  
 continuous partial attention  
 due to, 119–120; disruptive,  
 113–114; miscommunication  
 facilitated by, 62–66; time  
 pressure with, 14–15
- Teichman, Sherman, 181, 183
- Tetlock, Philip, 57
- Thoreau, Henry David, 83
- Tilly, Charles, 90
- Time: required for pause, 49;  
 required for rephrasing,  
 104–105; shortage of, 14–15;  
 and stress, 51
- Time pressures: possible  
 responses to, 55; Power of  
 Pause for dealing with, 1–2,  
 6–7; reverse rephrasing when  
 facing, 143–145
- Time urgency impatience,  
 63–64
- Tobias, Bob, 13–14
- Trigger points: exercise for  
 becoming aware of, 149,  
 157–158; knowing, as Power  
 of Pause practice, 156–157,  
 213; resentments as, 148–149
- Trust, building: with  
 appreciations, 198, 202; with  
 rephrasing, 77, 105, 212
- Tsongas, Paul, 4
- Tuncer, Murat, 176
- U**
- Ulman, Howard, 207
- Ury, William, 37
- V**
- Venting, 59, 97, 101, 108
- Veritek, Jason, 205–206
- W**
- Westinghouse Broadcasting,  
 4, 85, 122
- What don't I know I don't know*  
 question: in bottleneck  
 meeting, 134; examples of  
 impact of using, 217–218;  
 as phrase to remember,  
 217; as Power of Pause  
 practice, 128–131, 213; and  
 resentments, 150; tips for  
 using, 153–154
- What's on your plate* question,  
 122–125, 213
- “Who's on First?” (Abbott and  
 Costello), 39–40, 220n3
- Wile E. Coyote moments, 52
- Woodson, Sally, 92–94
- Work Smarter Together, Not  
 Harder program, 122–123
- Y**
- Yan, Lijing L., 63

