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A Minute to Think

- The Need for Space
 - Fires need space to make the flames ignite and stay burning.
 - Take a strategic pause: stop what you are doing, and white space will rush in.
- An Opportunity for Behavioral Redesign [04:10]
 - In what ways can we transform work so it is no longer the hardest part of people's lives?
 - Leaders must envision the future of the "how" they want to build within the new "where."
- Using the Pause to Recuperate [7:00]
 - The Wedge is a small portion of open time inserted between two activities — a moment to think, plan, or compose yourself.
 - We must eradicate the shame of rest and replace it with the pride of self-care.
 - We must take ownership of our exhaustion and give ourselves permission to change it.
 - Teams should ask themselves questions to protect them from future burnout:
 - How and when can we clock out each day?
 - What are the times before and after which we do not take calls?
 - What is our official agreement about taking disconnected vacations and PTO days?
 - Are we as leaders modeling these replenishing behaviors?
- Using the Pause to Reflect [10:36]
 - Stepping back breeds objectivity about our work and takes ideas to the next level.
 - Leaders need to remove the power distance that interferes with honesty.
 - Directly ask your team what part of the current "how" gets in the way of their best work, and what you can do to change it.
 - Go a few rungs down from the people you usually ask for advice.
 - Imagine the legacy you want and then work backwards.
 - Write a legacy letter to yourself, describing the way you want it to feel when you are looking back and then use that as your blueprint going forward.
 - Ask each team member to do the same.
- Using the Pause to Reduce [13:41]
 - Think about ways to lessen the waste work on your plate.
 - Let go of what is unnecessary to make room for everything else.
 - To reduce meeting waste, use "SBH" (Shouldn't Be Here) to track boredom.
 - Ask yourself:
 - Why am I bored?

- Am I the wrong person to be here?
 - Am I redundant with other peers in the room?
 - Is the content something I could have just read?
 - Work on your own SBH habits and then make time for a group review.
- Using a Pause to Construct [18:02]
 - The pause to construct is thoughtfulness as a generative business tool.
 - Pausing can help us experience “beneficial forgetting” — disconnecting from unhelpful associations and replacing them with unique solutions.
 - This pause is ideally 90 minutes to give your mind time to get past the first flurry of distractions.
 - Set aside your good thoughts to see if a great one follows.
- When People Think Together [21:05]
 - Group think is powerful, but it is also directable.
 - You and your team can slow down, take a minute to think, and realize that you together can believe any story you want about the next “how.”