

PACING FOR GROWTH

For media inquiries,
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ABOUT THE BOOK

SUMMARY

Anyone who has run a long-distance race or competed in a triathlon will tell you that training and preparation are critical to your performance. It's how you train that will determine your pace on race day.

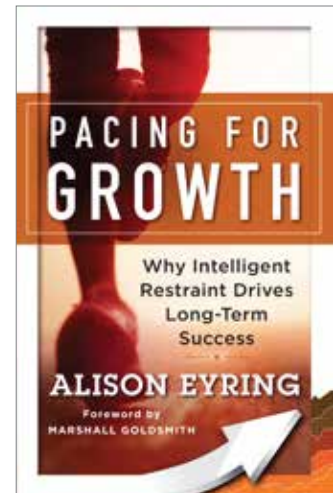
Whether you're training for a race or running a company, pacing is everything. Go too fast or too far too soon, and you'll get hurt or burn yourself or others out—but if you don't push yourself enough you won't improve, and others will surely leave you in the dust. So how can leaders find the right pace for their business? Growth expert Dr. Alison Eyring, who is also an ultra-athlete, found the answer in endurance training.

Alison knows from her work with Fortune/FTSE 500 and some of the world's most innovative high-growth companies, along with her ultra-racing, that it's important to practice what she's coined "Intelligent Restraint"—a philosophy backed by three decades of experience and scientific research that helps leaders drive successful business growth.

Intelligent Restraint that shows leaders how to evaluate their company's and team's current capacity for growth, and identify the right capabilities and pacing strategies to increase growth steadily and sustainably. Importantly, it also shows them how to manage and build people's energy in the process. Alison masterfully weaves physiological and psychological research, in-depth business case studies, real leader's stories, and practical tools with her own narrative of endurance training. The result is a revolutionary new mindset for business growth.

HISTORY

Based on over three decades of both psychological and physiological research, combined with 25 years of experience helping leaders grow their companies, this book helps business leaders end boom-splat cycles of growth and exertion to build long-term enduring growth.



BOOK DETAILS

Pacing For Growth: Why Intelligent Restraint Drives Long-Term Success
By Dr. Alison Eyring

Published by Berrett-Koehler
Publishers Inc.

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PURCHASING INFORMATION

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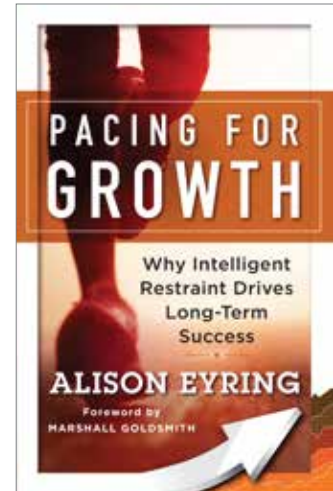
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ABOUT THE AUTHOR

DR. ALISON EYRING

Dr. Alison Eyring is a global thought leader on building organisational capacity for growth. Founder and Chief Executive of Organisation Solutions, as well as an endurance athlete and trained organisational psychologist, Alison has 25 years of experience in large-scale organisation design and change and executive development. She works closely with global and regional executives from Fortune/FTSE 500 and some of the world's most innovative high-growth companies on leadership and growth. She is also Adjunct Associate Professor at the National University of Singapore Business School.

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INTERVIEW WITH ALISON

WHAT'S THIS BOOK ABOUT?

It's about how to create long-term growth and success for your business. I developed a concept called Intelligent Restraint, based on how endurance athletes train. Intelligent Restraint is a growth philosophy that helps leaders in any organisation find the right pace for growth. It shows them how to evaluate their current capacity for growth and then identify what they need to do to increase their growth. It also shows them how to manage, conserve, and build people's energy.

WHY DID YOU WRITE THIS BOOK?

For the past 25 years, I've worked with organisations all over the world to solve the people and organisation challenges of growth. I've seen leaders at all levels struggle to find the right pace for their growth, in all types of organisations, whether they are high-growth or slow-growth. It happens in the US, Asia, and all over the world. They are all looking for the right pace to build the right capabilities to increase their capacity for growth.

This book draws on three very important aspects of my life. The first is me as a scientist. I'm an organisation scientist, and for twenty-five years I've done research on teams and leaders and organisations about growth.

The second is me as a leader. I lead an organisation that operates globally, and I have spent a quarter of a century with leading companies to help them solve the people and organisational problems of growth.

And the third is me as an endurance athlete. And interestingly, it's really my experience as an endurance athlete that taught me the most about the book's central concept: Intelligent Restraint.

WHO DID YOU WANT TO HELP?

One of the most obvious symptoms that a business is not going at the right pace is that it starts to experience boom-splat cycles. There's often a ramp-up of growth and then a slow-down. These cycles are often repeated, they're incredibly inefficient, and they're very frustrating. The wrong pace makes growth so much harder than it needs to be.

I wanted to be able to help businesses find the right pace for growth. I wanted to solve this pain and wasted effort. So I developed the concept of Intelligent Restraint to help leaders of any kind of organisation build capacity for growth. But it's not just about business, it's really a concept that can be used in any organisation that wants to transform or become more effective.

HOW DID YOU COME UP WITH THE IDEA?

As a scientist, I love research, but I learned the concept of Intelligent Restraint as an endurance athlete. What I learned was that if I went too fast or too far without the capabilities, I got injured; but if I didn't push myself fast enough or far enough, then I didn't improve. So it was finding that right balance between restraining myself and pushing myself that formed the idea of Intelligent Restraint.

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INTERVIEW WITH ALISON

HOW IS A BUSINESS LIKE A BODY?

The body is a great teacher about how to build capacity without causing harm. The body is a complex structure; it's made of many interdependent systems like the cardiovascular and the skeletal system. These systems are all interdependent, they interact with one another in the external environment, and they are impacted by the overall health and well-being of the body.

Like a body, a business is complex structure with many interdependent systems that are impacted by the external environment and the overall health of the business. If you push a business too far or too fast without the capabilities to sustain it, you cause harm to the business and you cause harm to the people. On the other hand if you don't push it to go fast enough or to build new capabilities then you fail to build readiness for the future and capacity for growth.

HOW CAN LEADERS USE INTELLIGENT RESTRAINT IN PRACTICE?

A great place to start using Intelligent Restraint in your business on a day-to-day basis is to follow the rule that "Focus Overrides Vision." It's so easy to be excited about a growth vision, but too often we don't deliver on it.

Focus overrides vision because vision gets you to the starting line, but focus gets you across the finish line. Growth leaders are unrelenting in their focus and that allows them to create a small number of priorities that really matter to the organisation. That liberates time and energy, which not only allows the organisation to perform today but also transform for the future.

Another of my favorite ways to practice Intelligent Restraint is "Scale to Grow." Too often when we think about accelerated development, we target a very small pool of people and disproportionately invest in them. I believe that if we want to perform as a business and transform for the future, we need an abundance mindset. One way to do this quickly and cost-effectively is to develop anyone, anytime, anywhere.

HOW CAN INTELLIGENT RESTRAINT HELP ME IN MY CAREER AND PROFESSIONAL DEVELOPMENT?

A great way to get started using Intelligent Restraint for your own professional development or in your career is to ask yourself two simple questions. First, am I pushing myself as fast and as far as I can in order to build the capabilities I need for my own long-term success and happiness? At the same time, am I pushing myself so far or so fast that I put myself at risk of harming myself or those that I care about?

WHAT IS YOUR GREATEST HOPE FOR INTELLIGENT RESTRAINT AND THIS BOOK?

I really hope that leaders everywhere will use Intelligent Restraint to create long-term success for their business, their teams, and their people. When leaders use Intelligent Restraint, they improve the long-term success of their business, the effectiveness of their teams, and the effectiveness of individuals. This has the potential to improve the working lives of millions of people.

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ADVANCED PRAISE

“A compelling read drawing parallels from sport and applying them to the business world. It provides a no-nonsense approach for leaders wanting to simultaneously build capabilities and capacity for sustained healthy growth.”

— **Marko Ilincic**, SVP & Head of Asia Pacific, The LEGO Group

“I applaud Alison’s call for intelligent restraint before we blindly dash to the next challenge. Her expert advice and counsel is second-to-none, and I promise your organisation will achieve more in the long run if you accept her wise counsel!”

— **Jim Kouzes**, co-author of the bestselling *The Leadership Challenge*, and *Dean’s Executive Fellow of Leadership*, Leavey School of Business, Santa Clara University

“*Pacing for Growth* is a provocative discussion on what really works to accelerate personal and organisational success. I see threads in what Alison describes as ‘Intelligent Restraint’ in agile methodologies – i.e., sprint, test, refine. Ultimately, we all need to slow down at times to go fast. I highly recommend *Pacing for Growth*.”

— **Mike Dulworth**, President and CEO, Executive Networks, Inc.

“The external world is changing constantly and impacting our business strategies and actions. If we do not build the capabilities in the organisation and create new capacity for the change and what it means, we will see disengagement, employee turnover and stalling growth. Intelligent Restraint is a great concept that organisations can adapt to build capacity with the right discipline and pace. Alison Eyring’s powerful triathlon analogy, makes it an easy and interesting read. Intelligent Restraint can be applied to the challenges we face in both business and personal life.”

— **Umran Beba**, SVP, CHRO, Human Capital Management, Services and Operations, PepsiCo

“Intelligent Restraint so clearly articulates the tension between pace and endurance and demonstrates why entrepreneurial businesses must adhere to the less is more principle. Authoritative and packed with compelling evidence from both academic research and practice, this book will forever change how you think about growth and the people-side of business success.”

— **Tomas Chamorro-Premuzic**, CEO of Hogan Assessments, and Professor of Business Psychology at University College London and Columbia University

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CONTINUED LEARNING

KEEP LEARNING

Get the latest insights and practical advice on pacing yourself for business and personal growth. Learn from people sharing their growth stories and helping each other to bring Intelligent Restraint to the world.

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