

# DO SWEAT THE SMALL STUFF

HARNESS THE POWER OF  
MICRO-INTERACTIONS TO  
TRANSFORM YOUR LEADERSHIP

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**Exercise workbook**

# Welcome!

Welcome to the companion resources for Do Sweat the Small Stuff: Harness the power of micro-interactions to transform your leadership.

This workbook is designed to help you get the most out of the book as you read it. It is a fillable pdf, but may also be printed for you to use in hard copy.

If you'd like to go further in implementing the concepts for yourself and explore working with me as a coach, you can book a call with me via [this link](#).

Or, talk to me about masterclasses, workshops and training for you and your organisation by getting in touch by email ([sarah@sarahlangslowcoaching.com](mailto:sarah@sarahlangslowcoaching.com)) or via:

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Do Sweat the Small Stuff: Harness the power of micro-interactions to transform your leadership

Published by Practical Inspiration Publishing.

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# Chapter 1: Small stuff, big impact

## Reflection exercise: Visualize your day and think through each micro-interaction

Think about your day yesterday. Think through every interaction you had with another human being: whether in person or online; whether spoken, written or nonverbal; whether you travel to work or work remotely; whether you live and work with others, or on your own.

Try closing your eyes and visualizing the day, starting from the moment you woke up.

These examples might help jog your memory:

- saying good morning to your partner or housemate (or your cat!)
- sharing about your upcoming day
- discussing household tasks to be done
- chatting with people at your gym class
- smiling at the woman on the station platform, or next to where your car was parked
- ordering coffee from the barista
- the awkward laugh when you almost walk into someone on the street
- greeting a colleague or client on a phone call
- meetings held, whether online or in person, including the small talk before and after the main discussion
- group chat on a video call
- sending emails, from short confirmations or thank you's to the substantive content
- calling to book a dentist's appointment
- smiling at the exuberant dog and their owner while out for a walk
- messaging with friends confirming plans for the weekend
- chatting with a work colleague sitting next to you or over online messaging
- saying 'see you tomorrow' to the security guard as you leave
- conversing over dinner or a drink after work
- putting your kids to bed and reading them a story
- saying goodnight to your partner

If it is helpful, use this space to write down what you notice.

## Reflection exercise: What are the behavioural norms where you work?

Think about the norms of behaviour where you work.

Do you receive praise, or only criticism? Or perhaps you receive no feedback at all? Do colleagues turn up on time for meetings, or are they frequently late? Do you speak to people, or is business conducted mostly by email or online messaging? Is it a safe environment to make errors as you learn? Or are mistakes punished? Is everyone always busy? Or are colleagues generous with their time when you need help?

If it is helpful, you can use this space to write down what you notice.

## Chapter 2: Your job is your people

### Reflection exercise: What exactly do you think your job is?

Take a moment to reflect on and answer this question.

If it is helpful, you can use this space to write down what you notice.

# Chapter 3: Leader, know thyself

## Reflection exercise: Who are you as a leader?

Note, I didn't ask who you want to be as a leader. Nor did I ask who you think you should be. Nor did I ask how you try to be, hope to be, or *wish* to be.

I'm asking about the leader you *actually are*. Right now.

In other words: how you 'show up'; your patterns of speaking; what you say and when you say it; your way of being with others; what you listen to; what you ignore; your habits; your behaviours; your values as evidenced by your words, actions, and decisions.

That's not to say your intentions are irrelevant, but what determines your impact is how you actually interact and behave.

Would you answer the question any differently now?

*Who are you as a leader?*

If it is helpful, you can use this space to write down what you notice.



## Writing exercise: Netflix Documentary #1. Imagine a documentary crew following you around for a week. What would they say about the kind of leader you are?

Imagine a documentary crew following you around for a week.

What would they say about the leader you are, right now, today? How might viewers describe you as a leader? What adjectives or phrases would they use? What would they judge you hold as important? What would they think you care about?

Write out what you distinguish as a list in the form 'I...' or 'I am...':

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Remember to not only think about the days when you're at your best, but also the days when you're stressed, overworked or overwhelmed. Be as honest as you can, no one else will ever read this.

This is not a fault-finding exercise: you might even gently poke fun at some of your habits and tendencies. And, be honest about what you do well too! Everyone has strengths, and you can celebrate those while getting real about what you need to work on.

## Reflection exercise: How you already know how you will behave in many situations

We can use a simple thought experiment to demonstrate that we already know how we will behave in many situations.

- Imagine you're going to a networking event, where you will hardly know anyone: how will you be behaving?
- Imagine you're asked to step in at the last minute for a speaker at an event who can no longer make it: how will you be behaving?
- Imagine your most valued client emails you, saying: 'Can we speak urgently, please?'; how will you be behaving?

Think about how you would feel, what would be running through your mind. What would you be afraid of? How would you be trying to cope? What would you be trying to do? What would you be saying, and in what tone? If I was watching you, what would I see?

What do you notice about how you behave?

## Reflection exercise: What frustrates you about your team?

One place to start examining the unintended consequences of your own micro-interactions is to look at what frustrates you about your team. Take a moment to think about the things you complain about, silently or otherwise.

These are some common examples from among my clients:

Why do they never ask for help?

Why don't they tell me when they're struggling?

Why don't they admit when something has gone wrong?

Why don't they speak up?

One of the simplest things you can do as a leader is to take responsibility for that. Ask yourself:

How did my behaviour cause that to happen?

What did I do, or not do, that caused it to go that way?

What do you notice?

# Chapter 4: Your words give you away

## Reflection exercise: How did you choose how you spoke in a recent key conversation?

Think about a recent significant conversation, one that sticks in your mind, for whatever reason. Take a moment to reflect on:

- What words did you use?
- What was your style and pattern of speech?
- How did you phrase your message?
- Did you use questions? Or statements?
- What was the tone, pace, timbre and volume of your voice?
- Did you speak a lot or a little?
- Did you speak first? Or did you wait to speak after the other person?
- Did you interrupt?
- When and why did you pause
- How many words did you use? A lot, or very few?
- What verbal tics were within your speaking? (We all have them.)

Every one of these elements has an impact.

Ask yourself: did you consider these before the conversation? Or reflect on them during or afterwards?

Don't worry if the answer is 'no'. That's pretty normal, and, it's what we are here to change.

## Speaking exercise: Repetitions

This is based on a well-known acting practice: the Repetition Exercise. Take this simple phrase: 'Can you help me, please?' First, try saying it five times, each time with the emphasis on a different word.

'*Can* you help me, please?'

'Can *you* help me, please?'

'Can you *help* me, please?'

'Can you help *me*, please?'

'Can you help me, *please*?'

Next, make a list of different emotions, at least ten: anger, sadness, disappointment, joy, confusion and so on. Repeat the phrase, imbuing the different emotions into it each time you say it.

Now you're on a roll. Keep saying the phrase, each time looking for a slightly different inflection, emphasis, rhythm, tone, pace, volume and so on. Try for longer than is easy or comfortable! Aim for another 20+ different ways of saying the phrase.

## Writing exercise: Dimensions of speaking

The table that follows outlines various dimensions of speaking. Work your way through the list and score each dimension: 3 is a very strong tendency and 0 is completely balanced, equally likely to be either. Go with your gut when you score; don't overthink it. Though, if you find yourself all 0s and 1s, you might give it another go; you probably have more pronounced tendencies than you've admitted to yourself!

On some of these dimensions you may have strong tendencies, on others very little; that's normal. The intention of this is to build awareness of your patterns and habits, so you can reflect on their effectiveness in each micro-interaction. Some of the words below can feel a little loaded, so try to avoid any self-judgement, and simply use this as a place to reflect. This isn't an exhaustive list. If you have your own traits you notice through the process of reflection, add them in.

	How strong is your tendency?							
Fast	3	2	1	0	1	2	3	Slow
Verbose	3	2	1	0	1	2	3	Clipped
Loud	3	2	1	0	1	2	3	Quiet
Long sentences	3	2	1	0	1	2	3	Short sentences
Simple language	3	2	1	0	1	2	3	Like to use jargon
Indirect	3	2	1	0	1	2	3	Direct
Formal	3	2	1	0	1	2	3	Informal
Humorous	3	2	1	0	1	2	3	Serious
Questioning	3	2	1	0	1	2	3	Declarative
Hard tone	3	2	1	0	1	2	3	Soft tone
Pessimistic	3	2	1	0	1	2	3	Optimistic
Think out loud	3	2	1	0	1	2	3	Pause then speak
Speak first	3	2	1	0	1	2	3	Never speak first
Comfort with silence	3	2	1	0	1	2	3	Fill any silence
Focus on 'we'	3	2	1	0	1	2	3	Focus on 'I'
Conversational	3	2	1	0	1	2	3	Directive
Ask more	3	2	1	0	1	2	3	Tell more
Closed questions	3	2	1	0	1	2	3	Open questions
	3	2	1	0	1	2	3	
	3	2	1	0	1	2	3	
	3	2	1	0	1	2	3	

Next, take the top five traits in terms of those expressed most strongly (at or closest to a 3 on any scale), and write them down as a list.

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Take a look at your list and ask yourself: in what situations is that pattern of speaking effective? Where might it not be effective? Are there times it might be actively harmful?

Use this space to write down what you notice:

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## Reflection exercise: Conversational habits – which do you identify with?

Review the section in the book (pp. 52–56 in the print version).

Which ones do you identify with? Can you think of any others?

If it is helpful, you can use this space to write down what you notice.



## Writing exercise: Conversational habits – what you talk about

Work through the following questions. I suggest writing out your answers, perhaps using free-writing and setting a timer of a few minutes for each one.

What do you like to talk about?
What types of conversation feel comfortable?
What do you avoid talking about?
What types of conversation feel uncomfortable?

How do you describe or introduce people?

What characteristics do you highlight first?

Do you tend to focus on others' strengths or on their shortcomings?

What do you complain about? To whom? Where and when?

What do you gossip about? To whom? Where and when?

Do you first look to give praise or highlight shortcomings?

Do you lean towards taking responsibility or ascribing blame?

Do you focus first on what's working or what's not working?

Are you drawn to talk about the detail, or do you focus on the big picture?

## Writing exercise: Expressed beliefs – what do you believe is possible, and impossible?

Use the following phrases as prompts. For each, try setting a timer for one minute and writing down a list all the things that come into your head. Again, don't overthink it, let it flow.

<p>'I am...'</p>
<p>'I am not...'</p>
<p>'I am good at...'</p>

<p>'I'm not good at...'</p>
<p>'I find... easy'</p>
<p>'I find... hard'</p>

Take a look back at your answers. What do they say about what you believe about yourself, and the world? How many of these do you relate to as fixed; inherent traits or characteristics unlikely to change?

# Chapter 5: You hear exactly what you expect to

Reflection exercise: How would you respond? What beliefs would guide that response, and what might you say and do?

Imagine this scenario:

You're a leader managing a team, and one of your team asks to come and talk to you. They've come up against a problem in their work that they can't immediately solve and have come to talk it through. They have some ideas but aren't sure which way to go.

Think about how you would respond. Be honest. No judgement. What would you think? What beliefs would guide your response? What would you say to them? What would you do?

To help you reflect, think about these questions.

- Would you half listen to their ideas while thinking through how you would solve it?
- Would you listen to their ideas to see if they've found what you think is the right solution?
- Would you wish they would get to the point, because you're busy (don't they realize?) so you cut them off part way through and tell them what to do?
- Would you wonder why they bothered asking you and haven't figured it out by themselves?
- Would you sigh inwardly and think 'I knew I shouldn't have hired this person'?
- Would you wonder why they are asking you?
- Would you listen openly and ask questions?

If it is helpful, you can use this space to write down what you notice.

# Writing exercise: Distinguish your Winning Strategy

## Listening for...

Start by writing down what you think you listen for. You might need to write down a few ideas before the most appropriate one emerges.

If you're struggling, try answering these questions:

- What do you focus on when you listen?
- What always gets your attention?
- When you summarize what someone else has said, what do you draw out?
- When you take notes in a meeting, what do you write down?
- When you listen to others, what stands out as right and what seems wrong?

... so as to act by...

Next write down how you act on or compensate for the thing you are listening for.

Once again, if you're struggling, try asking yourself:

- What type of actions do you believe are a route to success?
- What do you do when you sense impending disaster?
- What are you doing when you feel most comfortable? Or when you feel at your best? For example: solving problems, being efficient, building relationships?
- When under pressure, how do you tend to act?

These will be closely related to what you listen for. For example: if you listen for expectations, you might act in order to always exceed them. If you listen for whether something is worth your time, you might act by being as efficient as possible. If you listen for problems, you might act by finding solutions.



**...in order to...**

The final part is about what you want, the thing you relate to as a reward. It might be something positive, such as praise, recognition or love. Or it might be the avoidance of something, such as criticism, disaster, or blame. It might be something you get, or an external outcome. Take a moment to think about what motivates you. Often jotting down several ideas can help you figure out which resonates most strongly with you.

Now write down the three components in the form:

**Listening for...**

**...so as to act by...**

**...in order to...**

# Chapter 6: You are always being watched

Writing exercise: What frustrates you about your team? How might you be responsible for it going this way?

Let's return to the exercise from Chapter 3, where you reflected on what frustrates you about your team. This time, take a moment to write down your top five 'complaints'. They could be about your team collectively or about an individual. No one else ever has to read this, so try to be honest!

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Now, take each in turn and ask yourself:

- How might I be responsible for it going this way?
- What am I doing (albeit unintentionally) that might be enabling or encouraging this behaviour?

Use this space to write down what you notice:

## Reflection exercise: How are you feeling, right now?

Take a moment. If you aren't already seated, sit down. Close your eyes if you can.

Check in with yourself. Feel the chair beneath you. Put your feet flat on the floor and ground yourself. Tune in to your breathing.

*How are you feeling? What's present for you, right now?*

See if you can name more than one feeling. Perhaps you are calm, relaxed and content? Or tired, grouchy and cagey? Maybe you feel amused, excited and energized? Or stressed, antsy and frazzled?

A lot of my clients find this exercise hard when they first try it. They start sharing what they think, what they need or what they see, or even a description of the situation, rather than how they feel. When you come up with a word, ask yourself: 'Is that a feeling?'

If you're struggling to name emotions, keep practising. Resources like an Emotions Wheel can help if your vocabulary of emotions is a little limited. I used to struggle with this myself. I now have a huge poster on my wall at home depicting over 40 states of human emotion as different pen scribbles. It is a visual reminder of the sheer breadth and complexity of what we can feel.

What did you notice?

## Reflection exercise: How much do you show, or hide, your emotions?

Now ask yourself:

- Are you someone whose mood is writ large all over your face, and in your energy?
- Do you try to remain looking calm even when there is chaos within?

If it is helpful, you can use this space to write down what you notice.

## Reflection exercise: Notice energizers and energy sappers, tune in to a person's being and presence

Think about your professional colleagues, past and present:

- Who stands out as an energizer? What is it about them that stands out as energizing?
- And who do you know who is an energy sapper? What is it about them that makes you say that?

Now you have those two people in mind, think about what other words you would use to describe them and their presence, beyond what they say and do:

- Perhaps they are warm, strong, playful, joyful, or charismatic?
- Or maybe they are serious, powerful, calm, grounded or caring?
- Or frenetic, fast-paced, nervous, energetic or excitable?
- Perhaps they are impatient, domineering, self-absorbed or obsessive?
- Or maybe they are shy, quiet, encouraging, compliant, peaceful?

If it is helpful, you can use this space to write down what you notice about each person:

Presence is more than a transient emotional state. It radiates out of every person: the presence felt when someone walks into a room. It can take practice to learn to notice that energy. Noticing it requires you to be present and to tune in to it.

Imagine you are tuning an old-fashioned radio, turning the dial to find a clear signal. You have to really listen, ignore any distractions, and focus in on the other person. Suddenly, when you hit the right setting, the signal comes through clearly and you will feel their energy and presence. The next thing to practise is putting a description on it. Use the words above as a prompt and start to build your vocabulary in this area.

It is often easier to see in others than in yourself, but you too radiate an energy. That energy is multifaceted and complex, and the combination of these qualities is unique to you. As a leader, just like your emotions, this too can become contagious. Your energy will permeate through your team, will be picked up on, and may even be subconsciously imitated.

## Speaking exercise: How would you describe me as a leader? As a human being?

If you're feeling brave, try asking a few friends and colleagues:

'How would you describe me as a leader? As a human being?

What energy do I bring into the room?'

It's always fascinating to discover what people say. Remember that a few one-off conversations won't get you all the way there to understanding your impact; it's a process. Take time to notice how others respond to you. Be curious, seek feedback, while being open and unattached when you hear it. All of this will help you, over time, to build a clearer picture of your impact.

What did you learn? Use this space to note it down.

## Writing exercise: Netflix Documentary #2. Understand how you 'show up'

Imagine you had a Netflix documentary crew following you round for the last fortnight. Access all areas. They see every conversation, every email, every smile, sigh, frown and eyeroll. They see what you do in front of your colleagues and your family, and they see what you do and how you are when no one is looking.

Now write down your answers to these questions:

What would the trailer to the episode focus on?
What quote from you would appear in the teasers?
What would be the title of the episode?
What three words would appear, in bold, on the advertising?
What questions would the producer be asking you?
What part of the episode would you be most proud of?

What might surprise or confuse the viewers?
What would be the most shocking moment?
What would your behaviours and habits suggest is important to you?
What would your behaviours and habits suggest you don't care about?
What opinions might the audience form about you?
What assumptions might the audience make about you?
What would you be frustrated that the audience didn't find out about you?

Take time to reflect on these. Acknowledge and celebrate what you're doing well. And be honest about the rest; everyone has stuff they aren't proud of. It doesn't mean there's anything wrong, but those things you don't reflect on with pride can be your opportunities for change.

If you are someone who is naturally hard on yourself, take care; this documentary is not meant to be an exposé, and it won't be useful if you are your own harshest critic. Think of it instead as a way to see some of your blind spots: the things you say you care about, but your behaviour and conversations suggest otherwise.



# Chapter 7: The leader you want to be

## Reflection exercise: Who do you want to be as a leader?

Sit with that question for a moment. Then think through these questions:

- Is it a question you've ever asked yourself?
- Do you have an answer?
- How often do you think about it?
- What would you say?

If it is helpful, you can use this space to write down what you notice:

## Writing exercise: Uncover your values and bring them to life

First, take a long list of values – I like using Brené Brown's list from *Dare to Lead*, included on the following page. Start by marking every one that has meaning for you, that feels important.

Don't worry if your list is long.

If there are any missing that are important to you, use the space at the end to add them in.

## Values list

	Accountability		Ethics		Kindness		Self-respect
	Achievement		Excellence		Knowledge		Serenity
	Adaptability		Fairness		Leadership		Service
	Adventure		Faith		Learning		Simplicity
	Altruism		Family		Legacy		Spirituality
	Ambition		Financial stability		Leisure		Sportsmanship
	Authenticity		Forgiveness		Love		Stewardship
	Balance		Freedom		Loyalty		Success
	Beauty		Friendship		Making a difference		Teamwork
	Being the best		Fun		Nature		Thrift
	Belonging		Future generations		Openness		Time
	Career		Generosity		Optimism		Tradition
	Caring		Giving back		Order		Travel
	Collaboration		Grace		Parenting		Trust
	Commitment		Gratitude		Patience		Truth
	Community		Growth		Patriotism		Understanding
	Compassion		Harmony		Peace		Uniqueness
	Competence		Health		Perseverance		Usefulness
	Confidence		Home		Personal fulfilment		Vision
	Connection		Honesty		Power		Vulnerability
	Contentment		Hope		Pride		Wealth
	Contribution		Humility		Recognition		Well-being
	Cooperation		Humour		Reliability		Wholeheartedness
	Courage		Inclusion		Resourcefulness		Wisdom
	Creativity		Independence		Respect		
	Curiosity		Initiative		Responsibility		
	Dignity		Integrity		Risk-taking		
	Diversity		Intuition		Safety		
	Environment		Job security		Security		
	Efficiency		Joy		Self-discipline		
	Equality		Justice		Self-expression		

Second, put those values into groups which feel similar. No more than five different groups in total. For example, perseverance, commitment and reliability might sit together for you. Or success, ambition and abundance. If you end up with too many groups, either consolidate again or remove the least important ones.


Third, choose one value from each group which best represents the core meaning of the whole group and circle it. It might be the value that resonates with you most strongly, or perhaps a word that encompasses the meaning of several others. There's no right choice for this, go with your gut. This will leave you with your set of core values. For example, here are my groups, with my values highlighted:

Accountability Achievement <b>Excellence</b> Legacy Recognition	Commitment <b>Growth</b> Patience Perseverance	Collaboration Connection Harmony Kindness <b>Partnership</b> Trust	Freedom Fun <b>Joy</b> Optimism Play	Adventure Authenticity <b>Courage</b> Integrity Risk-taking
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The final step is to add a verb to each value. My values become:

Cause excellence  
Strive for growth  
Forge partnership  
Create joy  
Live courageously

Here's a space to add yours:

## Writing exercise: Articulate your beliefs and positive assumptions

Try a journaling exercise around these prompts. Set yourself a timer and give yourself three to five minutes on each one:

What is leadership to you?
Think of one of two leaders you admire. What are the qualities you admire in them?
What do you value in others' leadership?

What are you proud of about yourself?

What kind of person do you try to be?

Review what you've written. What themes do you see? What can you draw out that matters to you? This might produce a very diverse list, and that's OK. It is worth taking your time over this, perhaps planting the question in your mind to think about and coming back to it after a few days. It's likely that not everything will be right at the surface.

Use this space to jot down the themes you notice:

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If there is something you regret not doing, what would it be?

Where and when were you most content?

Look over what you have written. Try to tease out key themes, and note them below:

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Now try to bring them together into your personal definition of success. It may incorporate a number of different elements: don't worry if yours is a few sentences, the goal isn't to distil it into a pithy strapline, though short and sweet is fine too!

To me, a successful life is...

# Chapter 8: Make every interaction count

## Writing exercise: Uncover the labels you use

Try making a list of your team members and writing down the one trait or skill you associate with them most. Intentionally cross them all out and ban yourself from referring to them in that way.

Team member / colleague	Trait or skill you associate with them

What do you notice?

## Reflection exercise: Notice your body language habits

Take a moment now to think about your own habits.

What chair do you typically sit in? In the office? At home? In key meetings? Talking to colleagues?

What is your habitual posture? Do you lean forwards or back?

How comfortable are you with eye contact? Is that different in person to online?

Do you tend to fidget? Or multitask?

What messages might you be sending?

If it is helpful, you can use this space to write down what you notice:

# Chapter 9: (Re)learn how to listen

## Reflection exercise: Notice how your feelings might affect your listening

Choose one word that most describes how you feel right now.

Now take a moment to reflect on that word.

- How might it impact your listening?
- How might it affect your ability to be present with another person?
- What might get filtered out?
- What might it cause you to listen for?

If it is helpful, you can use this space to write down what you notice:

# Chapter 10: Set the tone

## Writing exercise: Distinguish what you tolerate, encourage, avoid and expect

Think about your own patterns in this area. Take a moment to jot down your thoughts. Places to look especially include:

When do you speak up, and when do you stay quiet?
What do you avoid talking about, or dealing with?
What do you share and what do you hide?
Your expectations: are they fair, reasonable, stated out loud?

What do you reward and celebrate, and what do you call out or punish?
Your email habits: what do you reply to and what don't you? How fast do you respond? How fast do you expect others to respond?
Your meeting habits: are you early, late, engaged, distracted, multitasking?
Working hours and holidays: how do you behave and what do you expect from others? (Which may or may not align with what you say you expect.)

Go back to what you distinguished in Chapter 7 about the leader you want to be. I recommend having a version of it either written or printed where you work to keep it front of mind. Take some time at the end of every day – it only takes a few minutes – to reflect on how aligned your behaviour was with your vision.

What did you say that perhaps you wish you hadn't, or might have said differently? What were the moments that you didn't speak up that you regret? When did you listen well? When were you not paying enough attention?

Challenge yourself:

- Am I being congruent with that vision for my leadership?
- Where am I succeeding?
- What am I avoiding?
- Where am I setting unfair or unstated expectations?
- How might that behaviour be impacting my team

What do you notice?

## Speaking exercise: Start, Stop, Continue feedback exercise

If you've never proactively asked for feedback before, try starting with one person you trust. Find a moment one-to-one to let them know that you're working on some areas to improve your leadership and ask if they'd be willing to give you some honest feedback as part of that process. If they are more junior than you, you may also wish to reassure them that you really do want honesty.

How you then respond is important: when you receive honest feedback, that may be hard to hear, take a deep breath and simply say thank you. As you build confidence you can start to ask more people, or even ask your whole team.

Adding structure to the feedback can also make it easier to ask for, and for the other person to provide. An exercise I like to use here is 'Start, Stop, Continue':

- What's one thing I don't do that you wish I did, that you'd like me to **start** doing?
- What's one thing I do that frustrates you, that you'd like me to **stop** doing?
- What's one thing I do that you appreciate that you'd like to make sure I **continue** doing, or do more of?

Be open to what you hear. You might not get an immediate response, but create the time and space to hear it and the chances are that you will hear a lot about your unhelpful habits.

What did you learn?



# Chapter 11: Congruence

Reflection exercise: What do you prioritize? Review your calendar as an indicator

Your calendar is one of the best indicators of what you prioritize. Look at the last few weeks and identify the top five things you spent time on. What do they suggest is important to you?

Use this space to write down what you notice.

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## Reflection exercise: Reflect on how congruent you are – based on a recent key conversation

Take a recent, important, conversation you had with a colleague and reflect:

Did what you say match how you act?
Did what you say match how you act?
Was what you said is important the same as what you prioritize?
Is what you measure congruent with what you said is important?
Do your subsequent actions match your priorities?

Is what you measure congruent with your priorities as stated?

## Writing exercise: Mini audit across the four elements of the Leadership Shadow

Start with reviewing what your priorities are, or at least what they should be! This is your priorities in your leadership, *not* your priorities on your to-do list. People before task.

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Then, work through the four areas of the framework and look for where you are generally congruent and where you aren't.

Notice what you highlight on emails and in meetings. Look at your calendar. Think through your performance targets and what you focus on with your team.

### What I say...

In what ways were what I said (and wrote), how I said it, and the conversations I had, congruent with my stated priorities as a leader?

In what ways were they incongruent?

**How I act...**

In what ways were how I acted, what I did and didn't do, what I listened to, and my habits and behaviours, congruent with my stated priorities as a leader?

In what ways were they incongruent?

**How and what I measure...**

In what ways were how and what I measured, what I tracked, and what I rewarded or penalised, congruent with my stated priorities as a leader?

In what ways were they incongruent?

**What I prioritize...**

In what ways were what I chose to do, how I allocated my time, what I responded to, and what I got done vs what I let slip, congruent with my stated priorities as a leader?

In what ways were they incongruent?

## Writing exercise: Uncover your 'why'

Write down your answers to these questions:

Why are you working on your leadership?
Why is it important to you to do this?
What motivates you?

Take time to get really clear on your why. Then post it somewhere near you, visibly.

In those moments when it's late, you're tired, your to-do list is still growing, your inbox is full, your client is frustrated with you and all you want to do is go home and sleep... and one of your team members comes to you with something they're struggling with – that's when you need to remember *why* you're doing this.

That's the moment to recommit, take a deep breath and start to listen deeply.

# Chapter 12: The power of intentional practice

## Writing exercise: Understand your relationship to feedback

Take a moment to appraise your own relationship to feedback. A common refrain I hear from my clients is: 'I love it! And I never feel like I get enough of it, I always want more.' To which I ask a few pertinent questions:

How often do you ask for feedback?
Who do you seek feedback from?
How good are you at really hearing it? At being with it?
How often do you give it?



What do you do with it when you receive it?

## Speaking exercise: Go and ask for some feedback!

In the spirit of practice, who will you seek feedback from this week? What are you already working on improving that you will ask them for feedback on?

Make a promise to yourself to follow through on asking for some feedback in the next seven days.

Use this space to write down what you learn.

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# Chapter 13: Commit to the journey

## Reflection exercise: Noticing that how we expect something to go is generally how it will go

Think back to a time when you had to do something that you didn't want to do.

Perhaps a work event, scheduled on an evening when you were already tired and had too much to do. All you wanted to do was go home. The invitation made it sound like it would be dull and hard work. But, for whatever reason, you had no choice. You had to be there.

Most likely it went exactly the way you expected it to. If you expected it to be tiring and dull, you were right, it was.

What do you notice?

## Reflection exercise: Reflect on how you feel about this being a journey, rather than a destination

Think about how you feel about this being a journey not a destination. Does it excite you? Scare you? Make you feel weary just to think about it?

Use this space to write down what you notice.

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## Reflection exercise: What are you committed to?

What are you committed to?

In your leadership?

In your attitude?

In the experience you want to have?

As a human being in the world?

Are you committed to stay the course, to embrace the lifelong journey?

Are you committed to intentional practice?

Are you committed to making mistakes, learning, trying again?

Are you committed to seeking and hearing honest feedback?

Are you committed to consistent action?

Take some time to reflect and use this space to jot down your thoughts.

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If the Netflix crew showed up again, and followed you around for a week, what would they now say you're committed to?

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