

Notes

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- [1](#) Zenger, Jack. ‘We wait too long to train our leaders’. *Harvard Business Review*, 17 Dec. 2012. Available at <https://hbr.org/2012/12/why-do-we-wait-so-long-to-trai> (accessed 10 Nov. 2023).
- [2](#) Goldsmith, Marshall, with Reiter, Mark. *What Got You Here Won't Get You There: How Successful People Become Even More Successful*. Hyperion, 9 Jan. 2007.
- [3](#) Carlson, Richard. *Don't Sweat the Small Stuff*. Hodder Paperbacks, 5 Feb. 1998.
- [4](#) Adapted from a concept created by Accomplishment Coaching.
- [5](#) Aristotle. *The Politics*. Translated by T.A. Sinclair, revised by Trevor Saunders. Penguin Classics, 17 Sept. 1981.
- [6](#) Giardini, Francesca, and Wittek, Rafael (eds). *The Oxford Handbook of Gossip and Reputation*. Oxford University Press, 4 July 2019.
- [7](#) Maslow, Abraham. ‘A theory of human motivation’. *Psychological Review*, vol. 50, no. 4, 1943, pp. 370–396. Available at www.motivationalmagic.com/library/ebooks/motivation/maslow_a-theory-of-human-motivation.pdf (accessed 10 Nov. 2023).
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- ¹⁶ Gruenert, Steve, and Whitaker, Todd. *School Culture Rewired: How to Define, Assess, and Transform It*. ASCD, 1 Jan. 2015, p. 36.
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- ³⁶ Growing it, killing it, letting it die. Concept created by Accomplishment Coaching.
- ³⁷ Frequently wrongly attributed to Peter Drucker. Actual origin unknown.
- ³⁸ An old saying, apparently coined by William Lowndes (1652–1724), a former Secretary to the Treasury of Great Britain.
- ³⁹ *The Importance of Being... Curious*. Anderson University. Available at <https://andersonuniversity.edu/sites/default/files/student-success/importance-of-being-curious.pdf> (accessed 11 Dec. 2023).
- ⁴⁰ Whack-a-mole is a game in which players use a mallet to hit toy moles, which appear at random, back into their holes. It is also used with reference to a situation in which attempts to solve a problem are piecemeal or superficial, resulting only in temporary or minor improvement.
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- ⁴⁷ We talk significantly faster than we did in the 1950s; we walk 10% faster in cities; we can develop the skill to read faster, but at a cost to comprehension. For more on this see Hari, Johann. *Stolen Focus*. Bloomsbury Publishing, 6 Jan. 2022.
- ⁴⁸ Inbox Zero is an approach to email management that aims at keeping an inbox empty – or almost empty – at all times. It attempts to deal with the email onslaught that fills inboxes to the point of overwhelming recipients, making their work and personal lives more complicated and stressful, rather than easier. There are recognized issues with the approach. In particular, you can’t control who sends you email, when, or on what. Therefore, if you respond or deal with all emails, many of which may not align with your priorities, you are effectively making someone else’s priorities your own.
- ⁴⁹ For the sake of clarity, I chose Cambridge as that’s my former rowing club. I am not casting aspersions on the quality of their steering! If you’d like to see an example of these warnings in practice, see: ‘The Gemini Boat Race 2023 – Women’. *YouTube*, Mar. 2023. Available at <https://youtu.be/NtHBJZE0Cts?si=T0yofvFGr97uCwJL> (accessed 11 Dec. 2023).
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- ⁵⁶ To whinge is to complain persistently and in a peevish or irritating way. British slang.
- ⁵⁷ Syed, Matthew. *Rebel Ideas: The Power of Diverse Thinking*. John Murray, 24 Jun. 2021.

- [58](#) This simple yet brilliant concept came from a fellow coach. I only wish I could remember who so I could give proper credit!
- [59](#) Covey, Stephen R. *The 7 Habits of Highly Effective People*. 25th anniversary edition, Simon & Schuster UK, 21 Nov. 2013, p. 251.
- [60](#) *Forbes* listed being unheard by supervisors and feeling ‘overlooked or ignored’ as two of the top 10 reasons employees leave their jobs. Ryan, Liz. ‘The top 10 reasons great employees quit’. *Forbes*, 17 Apr. 2018. Available at www.forbes.com/sites/lizryan/2018/04/17/the-top-ten-reasons-great-employees-quit/?sh=3f1ba8e31cd5 (accessed 1 Dec. 2023).
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- [63](#) The expression ‘do as I say, not as I do’ can be traced to John Selden’s work, *Table-Talk*, published in 1654: ‘Preachers say, “Do as I say, not as I do.”’
- [64](#) A situation in which events that have happened before happen again, in what seems to be exactly the same way. Derived from the 1993 film of the same name in which a cynical TV weatherman finds himself reliving the same day over and over again when he goes on location to the small town of Punxsutawney to film a report about their annual Groundhog Day. *Groundhog Day*. Directed by Harold Ramis, Columbia Pictures, 7 May 1993.
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- [70](#) Lidsky, Isaac. ‘What reality are you creating for yourself?’. *TED*, Jun. 2016. Available at www.ted.com/talks/isaac_lidsky_what_reality_are_you_creating_for_yourself/transcript (accessed 2 Dec. 2023).
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- [76](#) Brown, Brené. *Dare to Lead List of Values*, 2020. Available at <https://brenebrown.com/resources/dare-to-lead-list-of-values/> (accessed 16 Nov. 2023).
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- [78](#) As used by OneLeap in its Emerging Global Leaders (TM) programme.
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- [85](#) Kline, Nancy. *More Time to Think*. Fisher King Publishing, 30 Sept. 2009, p. 36.
- [86](#) Brown, Brené. *Dare to Lead*. Random House, 9 Oct. 2018, p. 48.
- [87](#) I am aware of the irony that this in itself is a sweeping statement, and arguably so are many of the suggestions in this chapter!
- [88](#) Willink, Jocko, and Babin, Leif. *Extreme Ownership*. St. Martin’s Press, 13 Dec. 2017.

- ⁸⁹ Giardini, Francesca, and Wittek, Rafael (eds). *The Oxford Handbook of Gossip and Reputation*. Oxford University Press USA, 13 Jun. 2019.
- ⁹⁰ Adapted from material originally created by Accomplishment Coaching.
- ⁹¹ Pleasant, Maranda. *Origin: Music, Art, Yoga & Consciousness*. Origin, 1 May 2017.
- ⁹² Syed, Matthew. *Rebel Ideas*. Flatiron Books, 11 May 2021, p. 93.
- ⁹³ Zimmerman, D. H., and West, C. 'Sex roles, interruptions and silences in conversation'. In *Language and Sex: Difference and Dominance*, edited by B. Thorne and N. Henley. Newbury House, 1975, pp. 105–129. Available at <https://web.stanford.edu/~eckert/PDF/zimmermanwest1975.pdf> (accessed 11 Dec. 2023).
- ⁹⁴ Sieghart, Mary Ann. *The Authority Gap*. Doubleday, 1 July 2021.
- ⁹⁵ 'Mehrabian's Communication Model'. *Mindtools*. Available at www.mindtools.com/ao9kek8/mehrabians-communication-model (accessed 11 Dec. 2023). Based on Mehrabian, A. 'Inference of attitudes from nonverbal communication in two channels'. *Journal of Consulting Psychology*, vol. 31, no. 3, 1967, pp. 248–252.
- ⁹⁶ Schmidt, K., Levenstein, R., and Ambadar Z. 'Intensity of smiling and attractiveness as facial signals of trustworthiness in women'. *Perceptual and Motor Skills*, Jun. 2012. Available at <https://pubmed.ncbi.nlm.nih.gov/22913033/> (accessed 5 Dec. 2023).
- ⁹⁷ *The Good Wife*. Created by Michelle King and Robert King. Scott Free Productions, King Size Productions, Small Wishes Productions, CBS Productions and CBS Television Studios, 2009–2016.
- ⁹⁸ Fidget spinners are small, ball-bearing devices that the user can rotate between his or her fingers. The momentum of the toy provides a pleasing sensory experience, and they are marketed as an antidote for attention deficit hyperactivity disorder, anxiety and autism.
- ⁹⁹ Kline, Nancy. *Time to Think: Listening to Ignite the Human Mind*. Cassell, 5 Sept. 2002, p. 36.
- ¹⁰⁰ Van Hool, Janie. *The Listening Shift: Transform Your Organization by Listening to Your People and Helping Your People Listen to You*. Practical Inspiration Publishing, 29 Jun. 2021, p. 91.
- ¹⁰¹ Grant, Adam. *Think Again: The Power of Knowing What You Don't Know*. W. H. Allen, 4 Feb. 2021.
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- ¹⁰⁴ Atchley, Paul. 'You can't multitask, so stop trying'. *Harvard Business Review*, 21 Dec. 2010. Available at <https://hbr.org/2010/12/you-cant-multi-task-so-stop-tr> (accessed 11 Dec. 2023).
- ¹⁰⁵ Kline, Nancy. *More Time to Think: The Power of Independent Thinking*. Cassell, 5 Jan. 2015, p. 37.

- [106](#) Coined by Professor Charles Derber in *The Pursuit of Attention*. ‘Conversational narcissism’. Philosophical Society. Available at <https://philosophicalsociety.com/Archives/Conversational%20Narcissism.htm> (accessed 11 Dec. 2023).
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- [108](#) Clear, James. *Atomic Habits: An Easy & Proven Way to Build Good Habits & Break Bad Ones*. Random House Business, 16 Oct. 2018.
- [109](#) Goleman, Daniel. *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam, 5 Sept. 2006.
- [110](#) Fosslien, Liz, and West Duffy, Mollie. *No Hard Feelings: Emotions at Work and How They Help Us Succeed*. Portfolio Penguin, 24 Jan. 2019, pp. 11–13.
- [111](#) Fosslien, Liz, and West Duffy, Mollie. *No Hard Feelings: Emotions at Work and How They Help Us Succeed*. Portfolio Penguin, 24 Jan. 2019, pp. 10, 11.
- [112](#) Based on a RAG – Red/Amber/Green – status used in project management, where green denotes everything is fine, amber denotes potential issues, and red denotes significant problems.
- [113](#) Collins, Jim. *Good to Great*. Harper Business, 16 Oct. 2001.
- [114](#) Clear, James. *Atomic Habits: An Easy & Proven Way to Build Good Habits & Break Bad Ones*. Random House Business, 16 Oct. 2018, pp. 252, 253.
- [115](#) Concept originally created by Goldman Sachs. Illustration adapted from this concept. See Schubert, Jessica. ‘Your leadership shadow – Why it is important to create it with intention’. *Intact Teams blog*, 18 Aug. 2021. Available at www.intactteams.com/your-leadership-shadow-why-it-is-important-to-create-it-with-intention/ (accessed 11 Dec. 2023).
- [116](#) Clear, James. *Atomic Habits: An Easy & Proven Way to Build Good Habits & Break Bad Ones*. Random House Business, 16 Oct. 2018, p. 27.
- [117](#) Drew, Chris. ‘22 aspects of identity’. *Helpful Professor*, 21 Oct. 2023. Available at <https://helpfulprofessor.com/aspects-of-identity/> (accessed 8 Dec. 2023).
- [118](#) Stulberg, Brad. ‘Three layers of identity’. *The Growth Equation*. Available at <https://thegrowtheq.com/three-layers-of-identity/> (accessed 8 Dec. 2023).
- [119](#) Kanagasigam, Fiona, and Tamdji, Yassi J. ‘Navigating identity as part of your leadership practice’. *CRE blog*, June 23, 2017. Available at <https://crenc.org/2017/06/23/navigating-identity-as-part-of-your-leadership-practice/> (accessed 11 Dec. 2023).
- [120](#) It is unclear who said this first, but it may be an adaptation of a quote by the Dutch painter Vincent van Gogh: ‘As practice makes perfect, I cannot but make progress; each drawing one makes, each study one paints, is a step forward.’
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About the Author

Sarah Langslow is an executive coach, leadership development specialist and writer on what it takes to lead powerfully and with humanity. She integrates leadership lessons from a sporting career as a rower, including competing twice in the Oxford and Cambridge Boat Race, a 15-year corporate career across management consulting and finance, and experience as an entrepreneur with her own coaching and leadership development business.

With more than two decades of hands-on experience building leadership skills and behaviours, and over 3,000 hours coaching experience, she is a sought-after coach and trusted adviser for senior leaders. Known for her truth-telling and ability to offer challenge with a lightness of touch, Sarah helps her clients to develop as successful leaders with high-performing teams.

She is a respected speaker on topics including effective communication, trust and relationship building, and has spoken internationally. An active writer, she regularly shares her experience, insights and humour with her online communities and in her newsletter.

Sarah has an MA and an MBA from the University of Cambridge and is accredited by the International Coaching Federation (ICF) as a Professional Certified Coach. When not coaching, you'll find Sarah on the river umpiring rowing regattas, or lifting heavy weights with friends at her local gym. She lives in London, UK, with her mischievous cat Matilda.

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For more information on *Do Sweat the Small Stuff: Harness the power of micro-interactions to transform your leadership*, please visit www.dosweatthesmallstuffbook.com