

“A rare and precious insight into our evolving leadership landscape.”

Svenja Geissmar, General Counsel, Arsenal FC

John Blakey

FORCE FOR GOOD

**How to thrive as
a purpose-driven
leader**



PRAISE FOR *FORCE FOR GOOD*

‘In this empowering and uplifting book, John Blakey follows the mantra “Focus on the things that you can control”. Through its simple model and inspiring anecdotes, *Force for Good* builds the commitment to change the one thing everyone can control – themselves! So, no excuses then!’

John Gellett, Managing Director, Tenzing Partnership

‘Bold, empowering, and practical. The book taps into higher-order ideas of purpose and calling, yet it is practical and down-to-earth at the same time. A must-read for leaders at all levels.’

Dr Rushana Khusainova, Programme Director, University of Bristol Business School

‘Sensational. With an engaging style, John Blakey offers a timely look at the major challenges of our time and the very real opportunities to transition to a purpose-driven leadership model. Purposeful leadership will help create a better world. This book is a must-read for leaders globally.’

Dr Frank-Jürgen Richter, Chairman, Horasis

‘This book will dramatically improve your life and leadership. In particular, applying the tools and techniques in the ‘thrival kit’ (Chapter 6) can profoundly change your daily experience of being a purpose-driven leader. A great read that I have already bought for several friends.’

Amy Brann, Founder and Director, Synaptic Potential, and author of *Make Your Brain Work*

‘A wonderful guidebook for leaders looking to make their organizations more purpose-driven. It is full of practical tools and techniques to help you lead a thriving business that truly values People and Planet while balancing the needs to make sustainable Profit.’

John Scanlon, CEO, Suez UK

‘A really insightful and enjoyable read! John Blakey sums up perfectly how the world has changed since Covid. We all became a little wiser as to what is truly important in life. Leaders need to ensure this purpose-driven legacy is not lost as the world adapts to a new normal and this book is a must for any leader motivated to make meaningful change.’

Vicki Codd, Group Marketing Director, NES Fircroft

‘In the increasingly challenging and complex world of leadership, this book provides a well-researched, well-written and easy-to-read guide on the art of being a purpose-led executive. The three dimensions of IN, OUT and UP provide a simple yet effective framework for all leaders wrestling with these demands. Another masterclass from John Blakey!’

Mark Thurston, CEO, Anglian Water

‘This is essential reading for leaders no longer satisfied by the quest for profit. John Blakey’s beautifully written book offers practical tools, advice, inspiring stories and personal reflections to help anyone make the leap into a world driven by purpose. Goodness knows we need this book right now.’

Amanda Horton-Mastin, Chief Strategy Officer, Bertha UK

‘An uplifting read that ignites a sense of motivation and energy, showcasing John Blakey’s remarkable talent for inspiring his audience.’

Jonathan Kini, Non-Executive Director, Ofgem

‘So easy to read that I read it twice! Packed with enjoyable personal anecdotes, this is a powerful book that provides the much-needed

context, structure, and tools for purpose-driven leaders who are on a journey to create sustained and sustainable value.'

Arsh Maini, Co-founder and CEO, Iota Analytics

'Force for Good highlights that delivering success and significance should not be viewed as two separate and sequential phases in a career or a life. Those who find fulfilment in their work find both in the same role. This book provides an invaluable framework and tools to make this a reality for leaders in the modern world.'

Peter Busby, Founder, Grayce

'As in his previous books, Dr John Blakey uses his deep experience as a leader and executive coach to challenge us to break the mould. This time, John focuses on a world where business struggles and human struggles have become inseparable. This timely and passionate book will help leaders navigate the new conundrums that come with this modern age.'

Peep Aaviksoo, former CEO, Executive Education, Estonia Business School

'Mixing leadership theory with real-life practical examples and lived experience, John Blakey creates a thought-provoking read that resonates so clearly with the uncertainties of today's new world. A book that any aspiring or current leader should read to equip them to thrive on their leadership journey.'

Daren Mochrie, Chair, Association of Ambulance Chief Executives, and CEO, North West Ambulance Service NHS Trust

'John Blakey always manages to put his finger on the pulse. In his latest book, he challenges us to see with new eyes and put purpose at the centre of our mission. In today's world, you have to know what you're fighting for! However, he also reminds us that purpose is very easy to use as a soundbite but much harder to live and breathe as a core principle. Read this book to open your mind to the challenges and opportunities ahead.'

Lee McDarby, former UK and International CEO, Moneycorp

‘It is inevitable that leaders will, over time, ask themselves the question, “Why am I doing this?” This book will help you answer that question. John Blakey’s inspirational writing style will re-energise you to find your own path to becoming, and continuing to be, a purpose-driven leader.’

Hauke Tallon, CEO, The London School Group

‘Dr John Blakey has written a highly readable and thought-provoking book. He provides practical models and techniques to help leaders focus on their purpose, develop their resilience, and inspire those they lead. This book is an inspirational read.’

Professor Keith Burgess, Nottingham University Business School, and Leadership Development Lead, IBM Consulting UKI/EMEA

‘What a book! A real page-turner that explains the recent seismic social shifts and the critical response now required by leaders to move from profit to purpose-driven leadership. An inspiring must-read for every leader looking to adapt and make a positive impact.’

Alistair Stuart, Chief Operating Officer, Saltus Wealth Management

‘Exemplifies purpose-driven leadership and guides leaders on every aspect of this challenging journey, including the “Thrival Kit” you’ll need for the road ahead. Having worked with John Blakey before, the book is everything he is – inspiring, encouraging, stimulating and supportive – while asking the toughest questions. If I too eventually become a force multiplier it will be down to John’s exceptional coaching in this book.’

Andrew Baud, CEO, TALA

Force for Good

How to thrive as a purpose-driven leader

John Blakey



Publisher's note

Every possible effort has been made to ensure that the information contained in this book is accurate at the time of going to press, and the publishers and author cannot accept responsibility for any errors or omissions, however caused. No responsibility for loss or damage occasioned to any person acting, or refraining from action, as a result of the material in this publication can be accepted by the editor, the publisher or the author.

First published in Great Britain and the United States in 2024 by Kogan Page Limited

Apart from any fair dealing for the purposes of research or private study, or criticism or review, as permitted under the Copyright, Designs and Patents Act 1988, this publication may only be reproduced, stored or transmitted, in any form or by any means, with the prior permission in writing of the publishers, or in the case of reprographic reproduction in accordance with the terms and licences issued by the CLA. Enquiries concerning reproduction outside these terms should be sent to the publishers at the undermentioned addresses:

2nd Floor, 45 Gee Street
London
EC1V 3RS
United Kingdom
www.koganpage.com

8 W 38th Street, Suite 902
New York, NY 10018
USA

Kogan Page books are printed on paper from sustainable forests.

© John Blakey, 2024

The right of John Blakey to be identified as the author of this work has been asserted by him in accordance with the Copyright, Designs and Patents Act 1988.

ISBNs

Hardback 978 1 3986 1521 2
Paperback 978 1 3986 1519 9
Ebook 978 1 3986 1520 5

British Library Cataloguing-in-Publication Data

A CIP record for this book is available from the British Library.

Library of Congress Cataloging-in-Publication Data

Names: Blakey, John, author.

Title: Force for good : how to thrive as a purpose-driven leader / John Blakey.

Description: London ; New York, NY : Kogan Page, 2024. | Includes bibliographical references and index.

Identifiers: LCCN 2024020059 (print) | LCCN 2024020060 (ebook) | ISBN 9781398615199 (paperback) | ISBN 9781398615212 (hardback) | ISBN 9781398615205 (ebook)

Subjects: LCSH: Leadership--Moral and ethical aspects. | Business ethics.

Classification: LCC HD57.7 .B5544 2024 (print) | LCC HD57.7 (ebook) | DDC 658.4/092--dc23/eng/20240603

LC record available at <https://lcn.loc.gov/2024020059>

LC ebook record available at <https://lcn.loc.gov/2024020060>

Typeset by Hong Kong FIVE Workshop, Hong Kong

Print production managed by Jellyfish

Printed and bound by CPI Group (UK) Ltd, Croydon CR0 4YY

CONTENTS

About the author xi

Foreword xiii

Acknowledgements xviii

1 A moment of joy 1

B corps – a force for good 2

Purpose-driven leadership 4

This book is written for you 6

Maslow revisited – the sixth level 8

The three dimensions of purpose-driven leadership 11

From a life of success to a life of significance 15

A leadership fable – coaching kick-off 17

Notes 21

2 Post-modern, post-pandemic, future-fragile 22

Post-modern – a change in the way we think 23

Post-pandemic – a change in what we have experienced 28

Future-fragile – a change in what might be possible 34

A leadership fable – coaching the leadership landscape 41

Notes 46

3 The UP of purpose-driven leadership 47

The parable of the two wolves 47

Defining your purpose 49

Values elicitation in action 53

Staying connected to your purpose 54

Being in service to purpose 57

Feeling the joy of the purpose 60

Connection, service and joy 62

- A leadership fable – coaching the UP 64
Notes 67
- 4 The *IN* of purpose-driven leadership 68**
The magic of Olympic motivation 69
The motivation log and your five-a-day 72
Resilience – the subtle art of not giving up 75
Spiritual well-being – the power of community 80
A leadership fable – coaching the *IN* 84
Notes 88
- 5 The *OUT* of purpose-driven leadership 89**
Forgive the individual 91
Protect the team (and the purpose) 96
Becoming a beacon of hope 100
A leadership fable – coaching the *OUT* 104
Notes 108
- 6 The thrival kit 109**
The story so far 109
Daily practice – 10 minutes a day 113
Weekly practice – one hour a week 116
Monthly practice – one day a month 123
A leadership fable – coaching the thrival kit 130
Notes 134
- 7 Zealot, martyr or Pied Piper 135**
What type of purpose-driven leader are you? 135
Self-assessment questionnaire 137
The three types of purpose-driven leader 144
A leadership fable – coaching the Pied Piper 154
Notes 157

8 Becoming a force multiplier 158

The power of force multiplication 158

The five-year vision 161

The ten-year vision 167

Force multipliers for the changed times 174

A leadership fable – coaching a force multiplier 176

Notes 179

9 Conclusion 181

Hope part one – seeing with new eyes revisited 184

Hope part two – B Corps revisited 186

Hope part three – Maslow's sixth level revisited 188

Give up on a good day 191

Epilogue: Seven years later 194

Notes 197

Index 198

THIS PAGE IS INTENTIONALLY LEFT BLANK

ABOUT THE AUTHOR

John Blakey is the UK's leading executive coach for purpose-driven CEOs and the founder of the leadership development consultancy The Trusted Executive (www.trustedexecutive.com). As an authority on purpose-driven leadership, his expertise is sought by ambitious leaders aiming to be a force for good and achieve the triple bottom line – profit, people and planet. In challenging his clients to achieve transformational high-performance goals, John brings a unique track record as a pioneering executive coach, global thought leader and former FTSE 100 international managing director.

As an executive coach and board adviser, John has worked with over 130 CEOs from 22 countries, including the leaders of FTSE 100 PLCs, high-profile public servants and some of the UK's most successful entrepreneurs. John has also coached the leaders of gold-medal winning Team GB Olympic squads, title-winning premiership football clubs and the England cricket team.

As a thought leader, John is a regular keynote speaker at international business conferences on the three coaching models featured in his books *Force for Good: How to thrive as a purpose-driven leader*, *The Trusted Executive: Nine leadership habits that inspire results, relationships and reputation* (shortlisted as the CMI Book of the Year), and *Challenging Coaching: Going beyond traditional coaching to face the FACTS* (co-authored with Ian Day and a UK bestseller). Contact John via www.johnblakey.co.uk.

THIS PAGE IS INTENTIONALLY LEFT BLANK

FOREWORD

In this timely and thought-provoking book, John Blakey gives a masterful description of the uncertainties of the current working environment arising from the aftermath of the pandemic, economic crises and global turmoil and, most importantly, the resultant impact on purpose-driven leaders. As he says, ‘Post-modern workers gaze into the future and rather than get excited they get scared’. How can leaders accept the grim reality of this immediate starting point whilst still charting a course into a more hopeful and positive future?

I spent 34 years as a police officer, most of which was spent in leadership positions, including 13 years as a chief constable in Cheshire and Greater Manchester. At an early stage, as a constable, I was given a driving course to allow me to respond to emergency calls. The key lesson I remember was that you had to constantly switch your focus between what was immediately in front of the bonnet and the potential hazards and opportunities in the distance. In time, I found this learning enabled me to get to places quickly and safely but also guided my leadership philosophy, alongside an increasing belief that knowing where you were trying to get to is crucially important. John performs a similar balancing act in this book. On the one hand, the early chapters focus on what is ‘immediately in front of the bonnet’ for purpose-driven leaders as they grapple with what he calls the changed leadership landscape. However, as the book proceeds, he lifts his sights to chart a course into the future – a future where he envisions leaders acting as ‘force multipliers’ to expand the reach and impact of their purpose-driven missions. Drawing on his enormous experience and wisdom, he shows how leading with purpose and focusing on what he calls the *UP*, *IN* and *OUT* of leadership gives the best chance of succeeding in this world of many challenges and hazards.

Our immediate leadership challenges are significant and relentless. In my work with several charities and public services, I see organizations

struggling with the recruitment, retention and motivation of staff, many of whom feel overwhelmed by their workload and the bleakness of their day-to-day experience on the front line trying to help those in need. They find that referral pathways to other organizations, which are similarly overwhelmed, are closed, leaving them with fears for the welfare of the individuals they are trying to help. There has been a catastrophic drop in confidence in many public services and institutions, including in policing, which severely impacts the morale of many staff. The world of social media and 24-hour news means that individual cases and video clips can be catapulted into the public consciousness, often out of context, leaving staff feeling unfairly targeted. Leaders' careers and reputations are destroyed overnight, leaving others feeling highly vulnerable. Many feel regulators, politicians and commentators, unwittingly or deliberately, ignore the reality of life on our society's front line.

Leaders face the challenge of how to plan for uncertainty and how to survive and hopefully prosper in what might be described as uncontrolled chaos. In this time of soundbites and memes and shorter public attention spans, it is difficult to get across the complex arguments that lie behind many public policy and business issues. Leaders become disheartened that politicians of all colours disregard reality and lack the courage to confront the public with the truth of our economic situation and the state of the public purse. Staff experience this incoherence on a daily basis and see the evidence of national policy failure. So leaders can either join in the infectious cynicism and depression that this engenders or respond with the *UP*, *IN* and *OUT* model that John promotes. The *UP* dimension of his model enables leaders to discover, connect with, serve and feel the joy of their higher calling. The *IN* dimension helps leaders stay motivated, resilient and authentic. The *OUT* engages a leader's followers to ensure individuals are treated fairly whilst protecting the wider team and the organization's mission. Armed with these three dimensions, purpose-driven leaders can turn back the tide of negativity and cynicism, renewing their own energy reserves and becoming 'beacons of hope' to others.

Focusing further on the *UP* dimension, purpose cannot survive if it is only words on a poster or screen saver. Staff have seen it all before. It has to be evidenced by business decisions on priorities and choices. It has to be evidenced by systems of allocating, managing and measuring work and in celebrating success. It has to be evidenced by the day-to-day behaviour of leaders and, crucially their perceived integrity. You need to be very aware of your organization's history and deeply understand its culture, but you cannot be a prisoner of these realities. As John so comprehensively outlines, your purpose has to align with and be drawn from your own values, and I would argue that if that is not possible, you are probably not in the right job. As Chief Constable of Greater Manchester, I had to make it clear that our core purpose was the protection of vulnerable people and align our organizational structure and processes accordingly. As chair of a housing association, I am clear that our charitable social purpose to provide more homes, improve the ones we own and support our more vulnerable residents has to override other courses of action which might solely maximize our financial surplus. Our staff have a choice where they work and I believe they value the organization's values and the evident commitment to support staff who go the extra mile for residents and our investments in local neighbourhood life.

Regarding the *IN* dimension of John's model, the pressures of leading in a complex, uncertain environment mean that leaders need to look after themselves and 'feed their souls'. For me, this was spending time with family (and our dogs), physical exercise, praying and attending church. I found that church was the one place where I could be Peter and not Sir Peter Fahy, the Chief Constable. You need to find that place, and that group of friends, that allow you to be yourself and to be vulnerable. John refers to this as ensuring you are rooted in strong communities that nourish your spiritual well-being. I agree that peer support with people outside your profession can provide that safe place for honesty and letting off steam when things are not going how you intended or don't seem fair. There is so much evidence that socializing and being part of a community, however that is constructed and whatever its field of interest, has a significant

impact on well-being. Volunteering can provide that sense of perspective, and I found that many years as a school governor provided a fascinating counterbalance to the world of policing. Organizations need to foster and encourage this outlook, supporting local charitable and community efforts and investing in economic and social development.

When it comes to the *OUT* dimension, I know from harsh experience that staff watch closely what happens when things go wrong. John suggests that leaders need to develop their ability to forgive individual mistakes and mishaps, but also makes it clear that, while you can forgive and show understanding of the individual, this must be done hand in hand with protecting the wider team and the integrity of the organization's mission. In my own leadership career, I have had to make it clear that staff would not be punished for making honest mistakes whilst still upholding the values and objectives of the organization. This is a huge challenge for leaders. Media, political or public pressure may call for a 'head' and, one day, it might be yours. It may be that underfunding or broader systemic failures were crucial factors in what has gone wrong. Other members of staff, incensed by this possibility, will look to whether the organization supports the individual or throws them overboard. These are the moments of truth for the leader and John's model helps by using practical techniques and tools to navigate these risky waters.

He gathers these tools together in Chapter 6 to create the leader's 'thrival kit' – the kit that makes the difference between surviving and thriving. In this chapter, the coach in John comes to the fore as he shares the treasures that have come from over 20 years of working with some of the most high-profile leaders in public life. He follows this in Chapter 7, with a helpful self-assessment questionnaire which uses the *UP*, *IN* and *OUT* model to identify your leadership persona – zealot, martyr or Pied Piper. Having completed the questionnaire myself, I recognize that I have a lot of the martyr in my own leadership style and even today I have those close to me saying 'why are you doing so much you're supposed to be retired?' and I struggle to fit in those activities which 'feed my soul'. If there was one tool from the

thrival kit that I wish I had used more in my own career to help me mitigate the risks of this profile, it would have been the ‘trackdown’ exercise and the associated disciplines of transactional analysis and the parent/child dynamic. This tool would have helped me to be more conscious of the childhood experiences which shaped my style and why I can be very hard on myself. As John says it helps you make sense of those issues which ‘push your buttons’ and it helps you to be aware of the poison of resentment and grievance about how you have been treated, which you have to free yourself from at some point. It would also have helped me be more aware of the impact of my personality on interactions with my staff and, now, fellow board members. I am sure you will find similar insights working with these very practical chapters of the book.

Finally, having also read John’s previous book, *The Trusted Executive*, I noticed in this new work that John goes beyond the concepts and lessons from that book to argue that trust is no longer enough. In particular, the leader needs to hold their own sense of hope and joy and translate this powerful mindset to peers and staff. While other writers have called leaders ‘dealers in hope’, I think John breaks new ground with his focus on joy. This aspect of the book certainly caused me to pause and reflect for some days as I grappled with the difference between joy and happiness and how the joy of purpose can still be found even in the darkest moments. The topic is important because I think much of the population is struggling to see hope and joy. For many, it is a battle to avoid despair when you view the impact of climate change, geo-political conflicts, poverty and uncertainty. John is clear that hope cannot be some idealistic, messianic view unrelated to reality but rather a path that provides staff meaning and fulfilment through what might seem chaos and unreasonable expectations.

In my leadership, I sought to achieve this meaning and fulfilment by translating the organization’s purpose into systems which enabled managers to set clear priorities for staff daily. When a team knows exactly what they need to do, and consequently what they do not need to do, this gives them a realistic chance of ‘winning’ by making

a positive difference. Alongside this, I made sure I was always visible and accessible to staff, spending considerable time on the front line talking to my teams and seeing the reality of their challenges. I needed to show that I was prepared to defend them and the organization from unrealistic demands and unfair criticism. Sometimes, this involved constructively ‘managing upwards’ to challenge those in positions of power as to what was realistically achievable. None of this is easy, but this is what it takes to lift people’s souls, consciously highlighting and celebrating the good stuff of the organization’s day-to-day life, not just the exceptional acts and successes.

In the end, hope and joy come from the chance to make a difference in someone’s life. You and your staff may be involved in some giant, overarching visionary project but ultimately, you have to be able to translate that into how it will make a difference for the individual today and how it enhances human interaction into the future, whether you are serving an external customer or an internal one. As a chief constable, I can point to the success of major crime operations, targets exceeded, new systems put in place and new buildings constructed. However, the human moments of motivating individual colleagues and being alongside staff and members of the public at the lowest point in their lives stick with me the most. In these moments, a leader can most powerfully demonstrate their humanity and sense of purpose. It is these moments that produce, if not joy, the deep satisfaction that comes from a life of service to another and a leadership that enables others to achieve their vocation. As Mahatma Gandhi said, ‘the best way to find yourself is to lose yourself in the service of others’. Ultimately, that has to be the purpose of leadership and leading with purpose.

Thank you, John, for bringing your unique perspective to the many challenges ahead. I am sure this new book will help purpose-driven leaders across all sectors thrive, rather than simply survive, in the coming years.

*Sir Peter Fahy
former Chief Constable, Greater Manchester Police*

ACKNOWLEDGEMENTS

This is a book that draws heavily on my experience working with coaching clients over the past 20 years and with my colleagues at The Trusted Executive over the past seven years. I thank all those leaders and colleagues for teaching me about the *UP*, the *IN* and the *OUT* of purpose-driven leadership. There is no substitute for real-life experience!

Thank you to all at Kogan Page for their professionalism and care throughout the writing process. In particular, thank you to Chris Cudmore, Publishing Director, for feedback that was both timely and well-targeted.

Thank you to my wife, Jane, for her steadfast love and support as I have fulfilled my own purpose through speaking, writing, coaching and leading.

Finally, thank you to the inner voice that tells me what to write. You know who you are!

THIS PAGE IS INTENTIONALLY LEFT BLANK

A moment of joy

It was a moment of great joy. In the middle of the first coronavirus lockdown, a photograph taken from the village of Pathankot in northern India went viral on social media. The villagers of Pathankot had woken that morning, looked out of their windows to the north-east and seen something they had not seen for over 30 years. Rising majestically in the distance was one of the wonders of the natural world – the Himalayas mountain range. Snow-capped mountains proudly asserted themselves against a backdrop of stunning blue skies.

This was the picture staring back at millions of doom scrollers looking for their daily dose of pandemic-inspired despair. The Himalayas had magically reappeared that morning because the suffocating smog that typically shrouds Pathankot had lifted when factories and businesses shut down around the world. Somehow, the picture symbolized that, even in this darkest of human moments, there was hope. Hope that something new and unexpected might be born. That feeling of hope was the fleeting joy many felt that morning when they needed it most. And I was one of those who felt it. Sat in my kitchen, I admired the photograph on my iPhone. As I stared at it, a quote from Marcel Proust popped into my mind. I heard an inner voice calmly say, ‘The real voyage of discovery consists not in seeking new landscapes but in having new eyes’. I paused and then heard the voice again – ‘The real voyage of discovery consists not in seeking new landscapes but in having new eyes’. With those words, many pennies started dropping. I did not realize it then, but at that moment this book had started writing itself... and now, here it is.

The profit-driven age has given us many great things. Wealth. Status. Belongings. Power. Freedom. But it has also given us smog. And climate change. And waste. And inequality. And soaring suicide rates. And global lockdowns. It is the premise of this book that the profit-driven age is ending. It is not evil or immoral, but its usefulness as a prevailing paradigm is increasingly in question. It is coming to a close and, deep down, however much we may fight it, we know that to be true. The age in which success was measured by economic progress alone is over. And this departing of all that is familiar and comfortable provokes in us cycles of fear, denial, shock and anger. We struggle because we know what is going but have no idea what is coming. Nevertheless, the Pathankot photograph gives us hope. Something is about to appear that we thought we would never see again. The smog lifts and what is revealed is something we had forgotten existed. The revealing of that lost treasure brings us joy. That is the hope, the faith and the joy of the coming age. A time to leave behind our roles as rational, economic agents of production to become those who find a higher purpose for our lives and our business endeavours. After all, let machines do what machines can do best. Let humans do what humans can do best. And what is that? Dream. Create. Inspire. Transform. These, then, will be the businesses and leaders of the coming age when we see with new eyes.

B corps – a force for good

As we see with new eyes, this also prompts us to look afresh at the business world. The Industrial Age created a business world that pursued profit, profit, profit. It was a simple and consistent model that served us well for over 100 years. In my 2016 book, *The Trusted Executive*,¹ I covered at length the origin, goals and operating principles of the profit-driven business world and predicted a shift towards a stewardship model where business would pursue not the single bottom line of profit, but the triple bottom line of profit, people and planet. By the time of the second edition of that book in 2020, I had

to update the commentary to take account of a rapidly changing business environment. Since 2016, the ESG (environmental, social and governance) phenomenon had taken centre stage. Trillions of investment funds were pouring into companies that prioritized environmental, social and governance factors alongside financial performance. The ‘money folk’ had decided that the triple bottom line had come of age and that doing good was also good for business. What I didn’t foresee, even in 2020, was the rise of a grassroots business revolution where CEOs were voting with their feet to make their businesses a force for good. Back in 2020, I didn’t have the new eyes to see the rise of the B Corps.

The B Corp movement was founded in 2006 under the governance of a nonprofit US-based organization called B Lab. The B Corp movement aims to ‘redefine success in business by using the innovation, speed, and capacity for growth of business not only to make money but also to help alleviate poverty, build stronger communities, restore the environment, and inspire us to work for a higher purpose’.² B Corp is a community of business leaders who are seeing with new eyes. These leaders are not waiting to be told that the world has changed, they are building that new world from within their own boardrooms. Tens of thousands of businesses in over 60 countries have scored at least 80 on the rigorous B impact assessment tool, qualifying them to be officially accredited as a B Corp. Crucially, B Corp accreditation is not a marketing exercise. It is an independently verified, in-depth, six- to eight-month analysis of the entire company, ranging from staff engagement, community involvement, environmental footprint, governance structure and customer relationships. Gaining entry to the B Corp community is no mean feat. In the coming years, we can expect exponential growth in the B Corp movement as many more CEOs wake up to the new business landscape. You may well be a leader who is already on this journey. You are already seeing with new eyes. Yet are you prepared for how a purpose-driven B Corp needs a purpose-driven leader? Do you recognize that the moment you step into this new world, everyone else will see *you* with new eyes and re-assess *you* accordingly?

Purpose-driven leadership

It was Christmas 2016; I'd been working with a group of purpose-led CEOs for several years as their executive coach. We were celebrating the end of another year working together, where I had been coaching them to achieve courageous goals for the triple bottom line of profit, people and planet. These pioneering leaders were already seeing with new eyes to support and challenge each other to be the best they could be. As their coach, my role had been to challenge them to set goals that were not simply 'business as usual', but goals to make their hearts sing and their knees tremble. However, that evening they turned the tables on me. As the desserts were cleared from the table, they literally pinned me against the wall and demanded to know, what was my new courageous goal? I pleaded with them to cut me some slack. After all, that year I had published my book, *The Trusted Executive*, which was the culmination of six years of doctoral research. 'Isn't that enough? Isn't it time for me to have a break?' I knew I was fighting a losing battle because I would never have accepted such a lame excuse from them. 'No, it's not enough,' they chorused in unison, 'We want you to set a new goal – a crazy, impossible moonshot like the ones you ask us to stretch for.' 'Ok, how about I start a business based on the work in the book to create a new standard of leadership defined by trustworthiness?' 'That's a start,' they conceded, 'but what's going to be different about this business compared to the businesses you've started before?' I was beginning to realize they had learnt far too much from their coach! 'It's going to be a not-for-profit,' I countered instinctively, 'I'm going to gift all the profits to charity and the goal is to gift over £1m over 10 years.' I knew that would silence them. What could be more courageous than to step into the world of purpose-driven leadership? They retreated to the comfort of their festive tipples and I realized that the cat was now out of the bag. I was no longer playing with the theory of purpose-driven leadership, I was going to have to walk the talk. Little did I know how big a challenge it would be to reinvent myself from the profit-driven mindset that had served me so well earlier in my career. I have learnt that purpose-driven leadership is not for the

faint-hearted. It requires you to think again about what motivates you. It requires you to think again about who you are serving. It requires you to think again about the nature of the prize. And all that ‘thinking again’ leads to the need for a different type of leadership and the troublesome question of whether you can be one of this new breed. Or not.

In this post-pandemic landscape with our new eyes and our B Corps, we will need people like you to read this book, think about that troublesome question and answer resoundingly, ‘Yes, that’s me. I’m one of that tribe. The tribe of purpose-driven leaders.’ It is time to act. The time for nodding sagely as you watch a re-run of *Planet Earth* is over. This is not a part-time job that requires you to speak at a couple of conferences, write an inspiring blog and then return to business as usual. It is a drains-up review of how you show up daily in front of a purpose-driven company’s diverse and discriminating stakeholders. If you choose this path, you are subjecting yourself to an assessment of your own leadership which is just as rigorous as the impact assessment tool used to assess a B Corp business. That leadership assessment will be conducted by your staff, social media, fellow board directors, investors and by a media pack that will ruthlessly seek out leaders who fail to meet the mark and expose them to the baying cynicism of a public jury.

Consider the case of Bill Michael, former chairman of KPMG in the UK. In 2017, a pin-stripe suited Mr Michael starred in the in-house KPMG corporate video titled ‘The Changing Role of the CEO’. In the video, he laments that:

In the world we are living in now, the risk to reputation, to brand and to individuals in organizations has risen exponentially as a result of social media and changing social expectations... As a CEO, you need eyes at the back of your head and the side of your head to understand what is going on.

His words proved uncannily prescient when, in early 2021, he found himself embroiled in a media frenzy when a video of him speaking on Zoom to an all-partners meeting in lockdown went viral on social media. In this second video, a casually dressed Mr Michael sits in his

home office and, visibly frustrated, barks out a hostile rant that includes him referring to unconscious bias as ‘complete and utter crap’ and instructing the KPMG partners to stop playing ‘the role of victim’ and ‘stop moaning’.³ A day after the *Financial Times* published the video, Mr Michael apologized. The day after that, he was removed from his position. In the space of 72 hours, a carefully built and hugely successful career had gone toxic. The example of Bill Michael and many other fallen business heroes highlights the risks of creating an authenticity gap between the projected image of the purpose-driven leader and the harsh reality of their day-to-day behaviours, which can remain rooted in the habits of the profit-driven age. In a radically transparent world, such authenticity gaps are seized upon by a weary public as examples of hypocrisy and game-playing by a privileged elite. In practice, this means that when you commit your business to purpose-driven leadership, you put yourself on a pedestal from which many will seek to topple you unless your leadership behaviours align with the standards expected from such a morally righteous role. Be careful what you wish for!

This book is written for you

If the previous section hasn’t scared you off from applying for the role, this book is written for you – the purpose-driven leader. You may already lead an accredited B Corp business, but more likely, you will be working in a more hybrid role, bridging the profit-driven and purpose-driven worlds. You may be a senior leader in a global multinational pursuing net zero, building a great place to work and still delivering market-leading financial returns. You may be an entrepreneur who wishes to find a better way to lead by creating a highly diverse and inclusive team, gifting your profits to charitable causes and winning an industry award for your customer service. You may be leading a company that has recently been acquired by a pioneering private equity business committed to ESG investing. You may be leading a third-sector organization under ruthless scrutiny following a recent whistle-blower incident that was featured in the national

media. You may be a leader in the public sector grappling with changes in legislation that establish new standards for your ethics, probity and governance. On the other hand, you may be helping these leaders – a coach, a mentor, a consultant, a non-executive director, an HR director, a trustee or a regulator. Whatever your exact position, you know you are part of this tribe. The tribe of purpose-driven leaders.

Importantly, you are already fully committed. You have already made your decision to stand for purpose. This book is not about revisiting that decision. This book is a practical manual to help you fulfil the decision you have already made. In my experience, the decision to join this tribe is made in the head, but the practice of purpose-driven leadership brings new demands for the heart and the spirit. Intellectually, we will all reach the stage when we know that the foundations of the profit-driven age have crumbled. Our children will educate us further where necessary. In many ways, that will be the easiest step on the journey. The more complex challenge will be in converting intellectual knowledge into radical behaviour change. Goals help significantly in providing the motivation for behaviour change and holding us accountable. The goal of becoming a B Corp is a great example. What gets measured is treasured. This is as true in the purpose-driven age as it was in the profit-driven age. Yet goals alone will not be enough.

Purpose-driven leaders will need an accurate and detailed map and compass to navigate the ‘how’ of purpose-driven leadership successfully. The key to that map does not require more IQ, it will require more EQ and SQ – the emotional and spiritual intelligence that unlocks behavioural change. The purpose of this book is to provide you with that map and compass. The map has been crafted partly from my own experience as a purpose-driven leader and partly from my experience developing purpose-driven leaders around the world. For over 20 years, I have been leading both profit-driven and purpose-driven organizations, researching and writing about purpose-driven leadership and coaching CEOs who have joined the tribe. My clients and I have learnt many painful lessons together. It would be best if you didn’t make the same mistakes that we made. I want you to be

forewarned and well-equipped as you walk down this path. I want you to be resilient, authentic, inspirational and ready for the work ahead. The structure of this book involves organizing all this collective wisdom into an easy-to-remember and highly practical framework – what I have termed the *UP*, the *IN* and the *OUT* of purpose-driven leadership. Before I introduce that framework in more detail, let us revisit one of the most ubiquitous psychological models of our time – Abraham Maslow’s hierarchy of needs.

Maslow revisited – the sixth level

FIGURE 1.1 Maslow’s hierarchy of needs



If I had a dollar for every time Maslow’s hierarchy of needs has cropped up in my leadership coaching over the past 20 years, I would be extremely rich. Strangely, this model, originating from a 1943 paper titled ‘A Theory of Human Motivation’,⁴ remains empirically unproven, yet it has captured people’s imagination over the decades and has been applied to a broad range of leadership challenges.

Whilst Maslow never drew his hierarchy as a triangle, it has been popularized as shown in Figure 1.1, which shows five levels of human need that people focus upon as they seek greater levels of personal fulfilment. I revisit the model here in a book on purpose-driven leadership because I believe that the boundary between Maslow's 'esteem' needs (level four) and his 'self-actualization' needs (level five) corresponds to the transition from the profit-driven to the purpose-driven eras. Let me explain that in more detail. The profit-driven mindset of business has sought to satisfy the basic and psychological needs in Maslow's hierarchy (levels one to four). These needs start with having enough money to put food on the family table and then they progress through the building of a sense of belonging and culminate in the status achievements of, for example, becoming the CEO of a company. Many in the developed Western world have ticked each of these boxes as each generation has sought to raise itself higher up the hierarchy of needs. In fact, we have created a situation where many of us now have ENOUGH. We have ENOUGH food on the table, ENOUGH of a sense of belonging and ENOUGH certificates on the wall. Where do we go when we have had enough? On that day when we finally say enough is enough, we meet the threshold of the 'self-actualization' level in Maslow's hierarchy. When enough is enough, we start to ask different questions. Questions like:

- 'What is my purpose here on planet earth?'
- 'How might I help other people secure enough of whatever it is they value?'
- 'Why do I still feel unfulfilled?'
- 'What on earth has my life got to do with EBITDA (earnings before interest, taxes, depreciation and amortization)?'

There is a scene in the hugely popular TV series *Breaking Bad* where the anti-hero drug dealer, Walter White, is taken to a lock-up by his wife, Skyler. As the lock-up door clicks back into position, they turn around to be confronted by a pallet-sized mountain of dollar bills. 'This is it,' declares Skyler, 'This is what you've been working for.' 'How much is this?' gasps Walt. 'I have no earthly idea,' replies

Skyler, '[but] there is more money here than we could spend in 10 lifetimes.' As she steps forward and eyeballs Walt, Skyler hisses through gritted teeth, 'I... want... my... life... back. Please tell me, how much is enough? How big does this pile have to be?' That is how it feels on the day you realize enough is enough. You realize that you might be stuck forever in the self-esteem level of Maslow's hierarchy because you are too scared to leave it behind and contemplate 'self-actualization'.

Maslow said of self-actualization that 'it refers to the person's desire for self-fulfilment, namely, to the tendency for him to become actualized in what he is potentially'.⁵ What exactly does that mean? Not many people know, but nearer to his death, Maslow proposed a sixth level in his model, which he termed 'intrinsic values', and this level helps articulate the motivation of those who have found that enough is enough. Unlike the earlier levels in the hierarchy, those pursuing 'self-actualization' and 'intrinsic values' are motivated to secure the wider good and make a courageous stand for personal values such as truth, goodness, excellence, fairness and justice. Originally, Maslow omitted his sixth level because he felt it was spiritual and would not apply to everyone. However, he later changed his mind and suggested this level was as much part of every human being as the other levels covering the basic and psychological needs. It is interesting to note the strapline of the B Corp movement, which talks of 'making business a force for good'. If B Corp businesses are a force for good, then they are operating at the sixth level of Maslow's hierarchy and will need leaders who also operate at this level; leaders who are themselves a force for good.

In summary, as we transition from the profit-driven age to the purpose-driven age and from the single bottom line of profit to the triple bottom line of profit, people and planet, we are crossing the threshold from being motivated by the basic and psychological needs in Maslow's hierarchy to the higher needs concerning the wider good and honouring our intrinsic human values. This transition is happening at an institutional level, as evidenced by the growth of the B Corp movement and it will also need to happen at the individual level as more and more business leaders say 'enough is enough' and commit

themselves to being a force for good. I have written this book to help those leaders thrive in that brave new world. In the transition to becoming a force for good, leaders must address the *UP*, the *IN* and the *OUT* of purpose-driven leadership. These three dimensions are critical to a holistic and authentic purpose-driven presence.

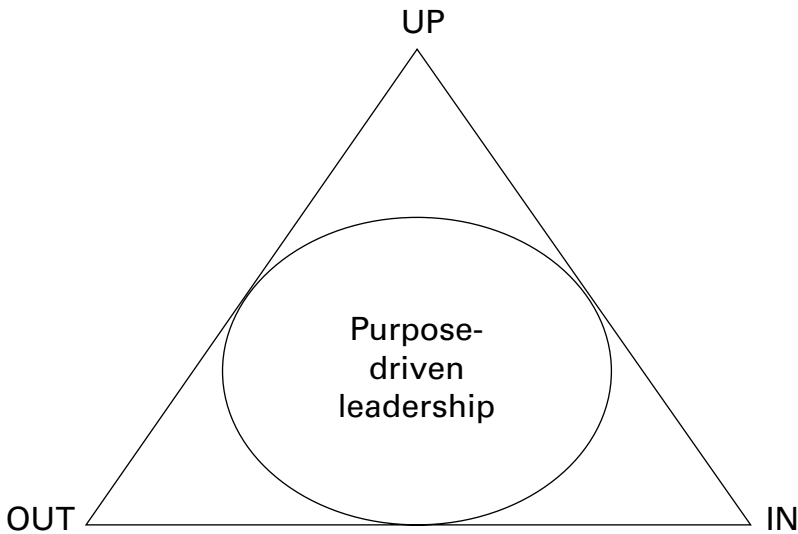
The three dimensions of purpose-driven leadership

Leading in Maslow's fifth and sixth levels is a very different challenge from leading in the third and fourth levels. At these levels, we are no longer motivated by ego needs for a sense of belonging and increased self-esteem but by the spiritual drive to fulfil our innate potential and stand up for our intrinsic values. It is hard to overstate the significance of this shift when you have spent all the previous years of your life learning the rules of the old game. Suddenly, as you step onto the purpose-driven path, you are stripped of your status and you experience a profound loneliness because you have now decided to start climbing a new mountain – a mountain that those around you may not even believe exists. Still, you see it with your new eyes. It is real and meaningful to you. In fact, it is the only challenge that will now provide you with the fulfilment you need to do your best work. Everything else is boring and stale. A new journey has begun. As with all new trips, you start to think about what equipment you will need to get from A to B. You shed some baggage from the old world and start learning a new way. In my experience of helping others on this journey and taking these steps myself, I have found that the new equipment falls into three categories – the *UP*, the *IN* and the *OUT*. These three dimensions are shown in Figure 1.2 and introduced in more detail in the following paragraphs.

UP – How do I discover, connect with, serve and feel the joy of my higher calling?

The *UP* of purpose-driven leadership relates to Maslow's sixth level of 'intrinsic values'. Specifically, the leader needs to articulate how he,

FIGURE 1.2 The three dimensions of purpose-driven leadership



she or they will be a force for good in the world. What do they stand for? What virtue or ‘good’ will they represent that positively impacts the world? Simon Sinek would call this the ‘why’; others would speak of your higher calling, or your divine purpose. How do leaders find that higher calling? Assuming the higher calling has been understood, how will the leader honour this purpose and keep it as their ‘true north’ whilst grappling with all the distractions and unforeseen incidents of organizational life? What governance structure will be most appropriate for the purpose? Will the organization be a charity, a social enterprise or a limited company with shareholders who share a passion for the purpose? Or is there an opportunity to manifest the purpose in a larger corporate plc or public service body. How does the leader connect the purpose to the higher calling of staff and clients who may share your intrinsic values, but have a different understanding of how those values are best honoured? Finally, how do we make sure that the purpose brings us a sense of joy, rather than becoming a burden that weighs us down. In Chapter 3 of the book, we will look at these and other challenges that the purpose-driven leader needs to master in the *UP* of purpose-driven leadership.

IN – How do I manage my motivation, resilience and spiritual well-being while pursuing my higher calling?

The *IN* of purpose-driven leadership relates to Maslow's fifth level of 'self-actualization' – fulfilling and sustaining your individual potential. The *IN* focuses on sustainable personal growth. In the purpose-driven business world, leaders create sustainable organizations that succeed long-term without exploiting scarce resources in the short term. Similarly, purpose-driven leaders are expected to live expansive and yet sustainable lives. If purpose-driven leaders sacrifice their long-term needs for short-term success, they will appear inauthentic and hypocritical. What does it mean to live a sustainable life and grow holistically to fulfil your potential? To thrive, purpose-driven leaders must protect their motivation and build their resilience. The power of motivation is often underestimated in organizational life compared to, for example, the world of elite sport where I have also worked with medal-winning athletes and their coaches.

Meanwhile, resilience is important in all leadership roles, but I believe purpose-driven organizations bring unique pressures to bear on their leaders due to workplace cultures that are often emotionally charged and passionate. In this context, how do leaders balance being driven to achieve the mission while still caring for their physical, mental and spiritual health? I coached a passionate purpose-driven leader who regularly made long-haul flights to spread the word and increase the impact of her organization. This leader boarded a flight back to the UK from the US one evening and promptly collapsed from exhaustion in the aircraft aisle. She then spent six months recuperating. Likewise, we will all know of purpose-driven leaders who have been so busy saving the world that their home life has collapsed beneath their feet. Partners have become estranged and children have been neglected, sometimes with tragic consequences. The purpose-driven mindset cannot be sacrificial. It is, by definition, holistic. Chapter 4 will look at all the equipment the leader needs to master the *IN* of purpose-driven leadership.

OUT – How do I lead my followers by forgiving the individual, protecting the team (and purpose) and becoming a beacon of hope?

The *OUT* of purpose-driven leadership relates to how we help others climb Maslow's hierarchy of needs while pursuing our own fulfilment and securing the higher good. The *OUT* is the antidote to the loneliness that purpose-driven leaders feel when they pioneer and climb new mountains. Over time, the aim of pursuing the *OUT* of purpose-driven leadership is to create a new tribe and a new sense of belonging. Effectively, it is a re-creation of level three of the hierarchy ('a sense of belonging') but within the new context of purpose rather than profit. Our stakeholders are each operating at their own level in Maslow's hierarchy. They have their own unique needs, some of which may relate to their 'intrinsic values' and their 'self-actualization', but other requirements will relate to their basic and psychological needs. The purpose-driven leader cannot expect that everyone else involved in achieving the mission shares their own motivation. Growing a diverse and inclusive tribe of followers will require careful nurturing of the community.

I have played a leadership role in many voluntary organizations where people give time and energy simply because they share a passion for the mission. This zeal is a great starting point, but these people are just as imperfect as those we were used to working with in the profit-driven world. Whereas, in the past, we exercised our power as the boss to assess others' performance and take often ruthless action regarding any mistakes and failings, the purpose-driven world is not as binary. Instead, the purpose-driven leader works in a messy, imperfect world where they are looking for opportunities to forgive the individual whilst protecting the team and ensuring the mission is not compromised. In the profit-driven world, the customer is always right, whereas in the purpose-driven world, it is not as clear-cut. Every stakeholder's needs are considered, and the leader is navigating a complex web of shifting needs. In Chapter 5, we will look at the *OUT* challenges of leading others in the purpose-driven era, including how we become a beacon of hope to those who are struggling to have faith in the future.

Having grasped the essence of the *UP*, *IN* and *OUT* of purpose-driven leadership in Chapters 3–5, Chapter 6 will provide a comprehensive library of practical tools and techniques to help you practise the different dimensions. Chapter 7 contains a self-assessment questionnaire to assess how well you are balancing the three dimensions and therefore the risk of becoming a zealot, a martyr or a Pied Piper if you overplay your strengths in the purpose-driven role. Finally, Chapter 8 will raise the bar on your ambition by challenging you to set a five- and ten-year vision to become a force multiplier. In other words, having become a force for good in your own leadership, how can you help others do the same and so multiply the scope of your impact?

Throughout all the chapters, I will distil my personal experience of leading not-for-profit organizations and my learning from coaching hundreds of purpose-driven leaders in the private, public and third sectors. My vision is that you will master the *UP*, *IN* and *OUT* of purpose-driven leadership at a new level to meet the expectations of the coming generations who will not tolerate the same attitudes and mindsets that proliferated in the profit-driven age. Equally important, I want the purpose-driven journey to be fun, motivating and inspiring for you and your loved ones rather than the self-sacrificial slog that I have witnessed in others too often in my own work. That, for me, is the essential difference between surviving and thriving in the role.

From a life of success to a life of significance

The advert stared up at me. In those days the job adverts were in the Sunday newspaper and not on LinkedIn. I guess it was 2011 and I was feeling the purpose-driven itch. I had been running my ‘for-profit’ consultancy for seven years and it was no longer a joy. The advert’s headline read ‘From a Life of Success to a Life of Significance’. It hooked me immediately. This headline spoke directly into Maslow’s hierarchy of needs, where success involved climbing the first five levels and significance involved crossing the threshold into ‘self-

actualization’. I had been pursuing a life of success all my career and had been fortunate to tick many boxes, including achieving financial independence as a tech entrepreneur at the age of 35 and then becoming the international managing director of an FTSE100 company at the age of 39. Then, abruptly, I gave it all up at the age of 42 to become an executive coach. That was my first step on the purpose-driven path, but I was later tempted back into the old game by growing my own coaching business. It was then that I realized how deep and addictive the habits of the profit-driven age were, but this Sunday morning job advert offered me hope – ‘From a Life of Success to a Life of Significance’. I read on.

The job promised me a sense of purpose through helping other CEOs be the best they could be, not just in their business life but in their personal life too. I responded to the advert and a few weeks later, I became a Chair with Vistage – the world’s largest CEO membership organization. I joined a tribe of several hundred Vistage Chairs worldwide who were committed to supporting profit-driven leaders as they transitioned into the purpose-driven age. These were leaders who were already seeing with new eyes. Leaders who were already sensing that the profit-driven age was on its last legs. These leaders knew in their guts that the ground beneath them was shifting and they wanted to transition from a life of success to a life of significance. But they didn’t want to do it alone, so they joined Vistage and worked with Chairs like me to explore the path. Some of them later became B Corps leaders, but many carried on working on the *UP*, *IN* and *OUT* of purpose-driven leadership inside their existing organizations. I learnt a great deal from these leaders as they learnt from me. In writing this book, I feel I am capturing the wisdom of that pioneering crowd and offering it to you in bite-sized chunks.

In the next chapter, I will first explore the context of purpose-driven leadership in more detail. In this introduction, I have mentioned the rise of the B Corps but there is much more that we need to get to grips with if we are to understand the context of modern leadership and the speed with which that context is changing. It is a post-modern, post-pandemic, AI-brokered and chaotic environment. Unless we understand this environment better, we cannot understand

and apply the *UP*, *IN* and *OUT* of purpose-driven leadership. In later chapters, we will unpack the three dimensions of purpose-driven leadership via case studies, anecdotes, exercises and examples, but first we must map the territory. In parallel with this textbook exploration of how to thrive as a purpose-driven leader, I will also weave a leadership fable interspersed through the book's chapters. I hope it brings the text to life, consolidates the learning from each chapter and makes the journey more fun! So, with that in mind, let me introduce you to Alisa and Ajit....

A leadership fable – coaching kick-off

Alisa was struggling. Ever since she'd left her high-flying job in financial services, she hadn't quite found her feet. She knew it had been the right decision to leave FTSE 100 plc, but she wasn't yet clear about how to go about her new role as managing director of the social enterprise, GoZero. She'd found herself in a very different world and one for which she was not prepared. Thankfully, GoZero had recognized it was a significant change for her and had provided access to an executive coach, Ajit, who she was due to meet later that day for her first coaching session. As Alisa stared out of the kitchen window, she reflected on her first month in the role in preparation for her time with Ajit.

Day one had begun in a way that perfectly captured the abrupt shift from the profit-driven to the purpose-driven world. At 8.30, she'd received a call from her ex-boss at FTSE100 plc. Naively, when David's name popped up on her phone, she wondered if he was calling to wish her well in her new role. It caught her by surprise when David said bluntly, 'We're not going to pay you for your notice period'. If ever Alisa needed one final reason to wash her hands of the corporate world, David had just given it to her. After 10 years of loyal service, the new private equity-backed management team had played every trick in the book to wriggle out of existing contractual agreements with both customers and staff alike. Alisa was used to aggressive, commercially focused mindsets but this had been on a

different level. As she felt her teeth clenching, David continued, ‘We realize what we’re doing is illegal, but if you pursue the case, we will make sure you never get a job in the financial services sector ever again.’ Alisa sighed, ‘David, this is not you and I know you will have been given a similar ultimatum if you didn’t make this call. You have three children in private school, so I realize that you can’t afford to upset your new masters. I wish you well and you will be hearing from my lawyers.’

Four weeks from that first day, Alisa was beginning to get a grip of the brave new world of GoZero. She knew what she needed to discuss with her coach. She opened a new note on her tablet and typed three questions:

- How do I stay focused on my higher calling at GoZero?
- How do I adapt to this new world in a way that keeps me motivated, authentic and resilient?
- How do I lead the team and take care of our clients?

It was already a relief to get these questions out into the open. She knew Ajit wouldn’t answer the questions himself because he was a coach and coaches always answered a question with another question of their own. It was a very irritating habit, but she had learnt to trust the process. It often led to surprising insights and powerful ‘light bulb’ moments.

Across town, Ajit himself was darting through traffic to make sure he arrived at Alisa’s office on time. Ajit knew from personal experience that Alisa faced a big change. He had left his own corporate career 20 years earlier to set up his coaching company. Many were the times that he felt he’d made a big mistake in giving up the money, the status, the sense of belonging of corporate life and all for what... to be a coach? Twenty years later, it now made more sense, but he still remembered the pain of the transition sufficiently to empathize with clients like Alisa and admire their bravery in choosing the purpose-driven path. As a coach, he wasn’t there to tell Alisa what to do because her path was her own and her challenges would be unique to her, but in making his own transition, and helping many other leaders

make theirs, he had learnt many lessons which his clients found useful.

It didn't take long for Alisa and Ajit to get down to business. 'What are your goals for our coaching work?' asked Ajit. 'I'm glad you asked me that,' replied Alisa, 'since I've been working on a few topics. It's early days in my time at GoZero, but I can already sense this is going to be very different from my time at FTSE100 plc. That's exactly what I wanted it to be, but that isn't to say there is a lot for me to learn. I spent a lot of time weighing up the pros and cons of making this move from the profit-driven world to the purpose-driven world. I read a lot of books about exploring my purpose and understanding what it means to follow my higher calling, but now I have made the decision, I am more interested in how I can be successful in this new world. I know what my personal values are, so I am now more interested in how I live these out in my leadership role. It feels like a different stage in the journey. It is no longer about summoning up the courage to make the jump. I have made the jump. I am on the other side and I need to quickly work out the rules of the purpose-driven game. In a nutshell, my goal is to thrive, rather than just survive, in the new role.' With that, Alisa, paused, looked Ajit in the eye and asked him, 'So I know my goal, but how do I know you are the best coach for me?'

Ajit's eyes lit up and he replied, 'I'm so glad you asked me that question. It would be easy for me to talk about my qualifications as a coach, my experience as a purpose-driven leader or my years spent studying the psychology of successful leaders, but I'd rather share with you my own "why". I do what I do because I am passionate about helping leaders like you become a force for good. I've learnt that the purpose-driven path has unique challenges compared to the profit-driven path. Pursuing a life of significance is different from pursuing a life of success. I realize that GoZero has plans to become accredited as a B Corp. The B Corp movement is one which aligns with my own vision for the purpose of business in a modern age, but with that prestigious badge comes new responsibilities for the CEO. You will need to walk the talk, not just talk the talk. It is one thing to aspire to be a force for good, it is another thing to be authentic,

motivated and resilient in the role amongst all the dilemmas and pressures of modern organizational life. I will be the best coach for you if what I have just shared aligns with your own values and vision in the CEO role. If it doesn't then we are best shaking hands and moving on.'

A wry smile crossed Alisa's face as she digested everything Ajit had said. 'It sounds like this could be a lot of fun, as well as impactful, Ajit. I'm ready to start our work. How do we best kick things off?' 'I always start with understanding my client's goals, Alisa. As the Cheshire cat said in *Alice in Wonderland*, "If you don't know where you are going then any path will do", so it's important to understand our destination as clearly as possible before we go any further. You said you wanted to thrive, rather than survive, in your new role? What does that mean exactly?' Alisa's eyes went up to the ceiling as she pondered Ajit's question. 'I guess thriving means three things to me, Ajit. First, I need to know that I am making progress to achieve a worthwhile mission that aligns with my personal purpose. Second, I need to take care of my energy, my physical and mental health and make sure I'm enjoying myself in the role. And, finally, I need to bring people with me, whether those people be members of staff or clients or other stakeholders. I need to be able to inspire others and build positive relationships with them. How does that sound?' 'Perfect,' replied Ajit, 'That's what I call the *UP*, the *IN* and the *OUT* of purpose-driven leadership. We will certainly focus on all three of those aspects of being successful in the role, starting with our next session. However, before we jump in, we also need to make sure we understand the reality of your current leadership landscape. I'm sure you've found the culture of GoZero very different from FTSE100 plc. For our next session, I'd like you to reflect on the nature of those differences and what trends you think are driving the modern workplace. It's great to have started the work with you. See you in a few weeks' time.'

Notes

- 1 Blakey, J (2016) *The Trusted Executive: Nine leadership habits that inspire results, relationships and reputation*, Kogan Page
- 2 Honeyman, R and Jana, T (2019) *The B Corp Handbook: How you can use business as a force for good*, Berrett-Koehler Publishers
- 3 Daily Mail (2021) ‘Stop moaning’: KPMG chairman calls unconscious bias ‘complete c**p’, www.youtube.com/watch?v=DUG6RhdHO_k (archived at <https://perma.cc/B5WJ-LM3B>)
- 4 Maslow, A H (1943) A theory of human motivation, *Psychological Review*, 50 (4), 370
- 5 Maslow, A H (1954) *Motivation and Personality*, Harper and Row, New York

Post-modern, post-pandemic, future-fragile

In later chapters of this book, we will drill into the detail of the three dimensions of purpose-driven leadership, but first it is important to understand the shifting context in which all leaders operate. Why is the context of leadership important? Quite simply, the context determines the limits of what is possible. In Ray Dalio's excellent book, *Principles*, he showcases the following formula:¹

Dreams + Reality + Determination = A Successful Life

As my clients will know, I'm a big fan of Dalio's prescription for a successful life. My favourite part of the above formula is the confronting of reality, which speaks to understanding the context of leadership. Many leaders prefer to skip the reality component of the formula, believing that a big, audacious dream combined with superhuman willpower is all that is required. In my experience, this combination leads, at best, to short-term fireworks and, at worst, to a sense of self-delusion that eventually brings the whole business into disrepute. We can probably think of some good examples of this approach in the world of politics where 'boosterism', as it is known, seems to have taken a grip on the leadership mindset due to a reluctance to face the brutal facts of the present reality. Whilst I have never lacked ambition for myself or my clients, I recognize limits and I know that, eventually, if you argue with reality, reality always wins.

Therefore, a big part of our job as leaders is to stare hard at the current facts and understand how these provide both opportunities

and threats in our field of leadership. The current reality is the context in which we lead, and today's reality is different from any that has ever existed in human history. It is a cliché, but we live in unique times. Of course, a unique reality exists for you personally, which has always been the case, but today we live in times when the wider context of current leadership is also unique in three distinct ways. First, the way people think has changed. Second, what we have experienced together has changed. Third, what might be possible in the future has changed. In this chapter of the book, I want to unpack each of these three changes so that, before we delve further into the 'how' of purpose-driven leadership, we have a clear grasp of the reality in which we are all operating.

Post-modern – a change in the way we think

Post-modern is not a word you see in many management books. It is a word from the field of philosophy and sociology. I believe it is an important word for purpose-driven leaders to understand because it explains many of the bewildering challenges of leading in the current times. What does it mean to say we live in post-modern times? It means that the Industrial Age is over and we have entered an age so new and strange that we don't even have a proper name for it yet. It is simply post-modern. Ironically, the word modern means 'characterized by the most up-to-date techniques, ideas or equipment', so how can anything be described as post-modern? What could possibly come after the most up-to-date things? However, the name is not as nonsensical as it first sounds because at the heart of the Industrial Age was the belief that endless scientific progress would lead to peace and prosperity for all. Historically, we believed that scientific progress would foster ever-increasing productivity levels, leading to increased company profits and prosperous economies. In parallel, with increased prosperity would come a golden age of peace since surely, with more stuff to go around, there would be less stuff to fight about. Unfortunately, the utopian dream of the Industrial Age has not transpired in practice. More people died from wars in the 20th century

than in all the previous centuries put together. Scientific progress led to the proliferation of weapons of mass destruction, widespread global inequality, climate change risks, terrorism and the mass extinction of animal species. Closer to home, we are faced with the first generation since World War II who will be worse off than their parents. The Industrial Age is failing us and we are still coming to terms with that reality as a key factor in the context of purpose-driven leadership.

Given this reality, post-modernists have lost trust. They are sceptical of anyone and everything. As one commentator quipped, in a post-modern world, 'everything is in quotation marks'. Post-modernists use their education and psychological awareness to expose any stance that seeks to impose a fixed and universal interpretation of reality onto other people. Such fixed interpretations are not considered to be truths. Instead, they are regarded as oppressive since they seek to marginalize other, equally valid viewpoints in preserving the power base of traditional elites. A feature of the Industrial Age was that if you didn't like something, you got angry and eventually rebelled against it. You fought one fixed ideology with another. For example, in politics, 'left' fought 'right'. This is not how it works in a post-modern culture. In such a culture, if you don't like something, you roll your eyes, you expose it on social media where thousands of followers scorn it, and then you take solace in a shared despair. If you are a reader over the age of 50, then I hope this explains why the kids are not on the streets burning tyres and throwing petrol bombs as you felt like doing at their age. From a post-modern perspective, it is not worth the energy to riot in the streets because fighting gives legitimacy to the oppressor and risks sucking you back into an Industrial-Age project you no longer believe in.

Many lengthy and dense books discuss post-modernism in detail, but this is a book on purpose-driven leadership, so you may be thinking, 'This is all very well, John, but what has it got to do with the 200 emails in my inbox?' That is a fair challenge so let me address that point head-on. Put bluntly, the customers you are serving are increasingly post-modernists. The youngsters you are recruiting are most definitely post-modernists. Your executive team is desperately

hanging on to the Industrial Age project, but they are increasingly feeling the strain. Post-modernism is in the building and hiding in full view. Even more relevant to the focus of this book, in which type of business do you think this new style of thinking has got the strongest hold – a business that is profit-driven, or one that is purpose-driven? You got it. If you have signed up to be a purpose-driven leader, you have also signed up to lead in the new post-modern business culture of 21st-century life. What exactly does that feel like? Let's explore that question some more in the next section.

What we have lost

I guess it hit me one day when I chaired a particularly fraught leadership meeting in our not-for-profit business. One of the team asked to stay on the Zoom call with me at the end of the meeting to have a more informal chat. It took me by surprise when their opening question was, 'So who reviews your performance, John? Here you are floating above it all. I mean what do you do exactly?' I squinted at the little box of frustration in the virtual world and felt a strange mixture of genuine curiosity and pent-up anger. It struck me that this was not what I had been used to as a board leader in the profit-driven world of the major corporates. In that world, I had been a 'master of the universe' boss – the singular font of all knowledge who proudly patrolled the corridors of power, leaving a breathless team in my wake who scurried around implementing my will without question or doubt. Ah, those were the days. And now, here I was. A purpose-driven leader gifting profits to charity and seeking to implement a new standard of leadership defined by trustworthiness whilst being subject to the endless scepticism of the post-modern stakeholder. Many of my stakeholders were stubbornly convinced that I was just a cleverer devil who had found an even more sophisticated way of making more money for myself. In their eyes, I was still part of the problem and they would find a way to prove that to be the case. They had to because if I was actually an authentic purpose-driven leader then that would threaten the hard-won perspective that all leaders, profit-driven or otherwise, are inherently corrupt.

Therefore, quite simply, what we have lost is respect. Respect for each other. A breakdown in trust between the leader and the follower. And we've lost respect not in a quaint way but in a fundamental way. A quaint way of losing respect is to stop wearing a tie and shirt for work. It's not a big deal. However, a fundamental way to lose respect is to refuse to give anyone the benefit of the doubt, especially your manager. The post-modern team member makes their mind up completely that the leader is guilty until proven innocent. That is why in every email exchange you have and in every conversation you engage with, you have to keep proving that you are not the lying, scheming, abusive tyrant that they think you are. It's an exhausting cycle for all parties involved.

The pain we feel

How does it feel to be confronted in the workplace by endless scepticism? I was recently working with a CEO in the education sector. We had spent a coaching session reviewing a long list of his organizational challenges. As the coaching session drew to a close, he leant forward and said, 'And you know what else, John? If that wasn't enough for me to deal with, a former staff member has filed a freedom of information request to review all my expenses from the past two years.' 'How does that make you feel?' I asked. 'Well, there's a point where you must question if it is worth it, because it makes me feel angry. More than that, it makes me feel that it is all futile. Nothing matters because I'm dammed if I do and I'm dammed if I don't. Where is the nobility in that?' At that moment in the coaching session, a little inner voice whispered to me, 'I think that's what we call the Great Resignation.' Angry. Futile. Resigned. That's how post-modernism makes leaders feel. Angry that eventually our own scepticism comes back and bites us. Futile in that, whatever your intentions, you will be tarred with the draining cynicism of the post-modern brush. Resigned that, given that 'you don't need this hassle', you can give it all up again and again and what is the point of that?

What we need to rediscover

You may be nodding furiously at this point. However, our ranting must stop at a certain stage when we are ready to say, ‘Ok, so what are we going to do about it?’ First, we need to recognize the reality that there is no going back. The future isn’t what it used to be. Yes, we can club together and yearn for the good old days, but we will wake up in the morning to find nothing has changed. The answer is to walk forwards, not backwards. But walk forwards to where? The clue to answering that question lies in revisiting the work of Maslow. Walking forwards involves connecting with Maslow’s sixth level of intrinsic values. Walking forwards consists of becoming a force for good – the good of your highest values.

When I speak on the topic of my last book, *The Trusted Executive*,² I always start with sharing my why. I tell a story of a defining moment in my business career where a former boss told me I was ‘too f-ing nice’. Every time I tell that story (and I must have told it hundreds of times over the past six years), there is a point where the hairs on the back of my neck stand up. Typically, I pause briefly in that moment and I hear that inner voice saying, ‘This is your job. Go to work. Do what you are here to do.’ And then I am up for it. I am ready for anything post-modern scepticism can throw at me because I have connected with one of my intrinsic values – trust. I describe this moment as like having a Duracell battery inside of you that never runs out. As soon as I connect with it, the power surges through me and my eyes light up. When you connect with one of your intrinsic values, you become a force for good.

Intrinsic values vary from person to person, which is why we can all be a force for good. My good is not your good. My book is not your book. We are writing different stories and yet all purpose-driven leaders can be a force for their own version of good. One of my CEO clients has an intrinsic value of justice. Her goal is to mobilize a global network of lawyers to represent victims of injustice worldwide. When she talks about this goal, I see her eyes light up and I know she has connected to her inner battery. She has connected with one of her intrinsic values – justice. An intrinsic value is a property of

anything that is valuable on its own. Trust. Faith. Happiness. Equality. Love. Joy. Hope. Intrinsic values are their own justification; their worth is not measured in relation to something else, as would be the case with instrumental values such as money, power and status. Intrinsic values are not a means to an end, they are the end in themselves.

So, the antidote to post-modern scepticism is to reach boldly for our intrinsic values. Connecting with our intrinsic values generates a new source of energy, security and direction in our work. When we operate at Maslow's sixth level then we are no longer seeking other people's respect, we are respecting ourselves and that is what is required to sustain our motivation and positivity in a post-modern workplace.

Post-pandemic – a change in what we have experienced

If it wasn't enough for the way we think to have changed, along comes a global pandemic. Coronavirus changed what we have collectively experienced. In her ground-breaking book, *Doughnut Economics*, Kate Raworth suggests that our new collective goal is not to endlessly increase GDP but to 'create a safe and just space for humanity'.³ During the pandemic, we experienced this new goal in action for the first time. Around the world, governments shut down economies to save lives. Politicians of all persuasions sacrificed two trillion dollars of economic output to protect people from a virus with a mortality rate of 0.66 per cent.⁴

Compare this to the Spanish flu pandemic of 1918–1920 when, worldwide, up to 50 million people died and GDP did not miss a beat.⁵ It would have been unthinkable for politicians to lock down economies in 1918 because, quite bluntly, lives didn't matter as much back then. But now, we have experienced that when it comes to the crunch our health matters more than going to work. A line has been crossed. The genie is out of the bottle and it is not going back into that bottle anytime soon. The intrinsic value of safety asserted itself

during the pandemic and it trumped the instrumental value of money for the first time since the industrial revolution.

Alongside the macro impact of the pandemic, we experienced the micro impact of extended periods of social isolation and working from home. The workplace splintered from a hub of office communities into the virtual matrix of Teams and Zoom calls, where people popped up alongside their home belongings, their pets and their idiosyncrasies. The factory-style working that was such a boon to productivity in the 20th century suddenly became a distant relic. Leaders were faced with the challenge of managing staff remotely who were dealing with the pandemic's impact on their physical and mental health. Without the cues of body language and off-line dialogue, close working relationships became harder to build and workers adopted a more transactional approach to getting the job done, without the same level of emotional investment in the team and the brand. As lockdown lifted and staff started to gather for their first off-site team building, firms implemented hybrid working policies and we realized that things would never be quite the same again. At the time of writing this book, many of my clients are still grappling with finding a new rhythm of hybrid working that satisfies the need for employee autonomy on the one hand and corporate cohesion on the other. Yes, the job is getting done but there remains an underlying fragility in the workplace that stubbornly refuses to resolve itself.

In the rush to get back to normal post-pandemic, I have noticed a temptation to force-fit cultures back to a pre-pandemic norm. It is understandable that we would revert to old ways of leading in the hope that these would still work as well as before. However, we have seen how talent reacts to such retrograde steps. First, we had the 'Great Resignation' as employees physically quit roles that no longer matched their post-pandemic expectations and then we had a wave of 'quiet quitting' as employees mentally checked out of their roles and perfected the art of doing the bare minimum whilst putting their spare discretionary effort into other areas of their lives. Leaders still engage with team members who are suffering mental health challenges that were originally triggered by the pandemic and then

exacerbated by further global crises. When staff behave in ways that are unpredictable and out of character, the leader faces a dilemma as to whether to treat this as an issue of performance management or a challenge of employee welfare. The leader becomes sandwiched between an old world that demanded results and profit and a new world that requires concern for employee well-being and rightly aspires to treat the employee as a rounded human being, rather than a mere productivity tool.

What we have lost

If you had to sum it up in one word, we have lost our sense of security due to the experience of the pandemic. If the whole economy can be shut down at two weeks' notice, we will inevitably question the security of our jobs and our businesses. If everything can change that quickly, then who is to say that it will not happen again? Yes, there is a freedom post-pandemic that has liberated many people to find new jobs, live in new places and make other life-changing decisions. However, this freedom has come at a price. As each person takes a step back and re-evaluates what is important to them, the collective bond of the workplace comes under strain. Workplace communities we previously discussed fondly have become fractured and tense. Colleagues we used to regard as 'friends for life' are now distant and transactional strangers. This was made clear to one colleague of mine when he had a Teams call with a new team member from another country and the colleague opened the conversation by saying, 'You need to know that I don't do small talk. I'm here to do a job, not to make friends.' At least it was an honest, though depressing, post-pandemic introduction.

The pandemic weakened the glue that held our workplaces together. Work has become less central to many people's lives, particularly for a younger generation for whom the Covid-19 experience shattered levels of commitment and loyalty that were already fragile. An HR director client of mine likened the situation to 'the end of Taylorism'. By this comment, she meant the end of scientific management as pioneered by Frederick Taylor in the late 19th century.⁶

Taylor dreamt of the utopian office environment where compliant workers sat in rows dutifully completing clearly defined tasks and only pausing to doff their caps as the boss walked past with stop-watch in hand. It was an Industrial-Age vision that took a deep hold on leadership thinking in the 20th century. However, it is ill-suited to flexible and hybrid working policies where parents leave the office to pick up their children from the school gates only to catch up on emails after reading the bedtime story. Only with the passing of the pandemic have the final devotees of scientific management given up the ghost on its relevance to the modern-day productivity challenge. Yet we are still asking ourselves the question of how scientific management will be replaced in a way that satisfies the expectations of employees, customers and managers alike.

The pain we feel

Losing security and gaining freedom can make us feel lonely. We may have railed against the rules and constraints of office life, but the office did provide us with a community and a constant stream of colleagues and friends. In my early career, I worked for Cadbury, the Quaker-founded chocolate maker in Birmingham. The Cadbury site was a quaint village hub. There were acres of sports fields, a Cadbury club building, a swimming pool and a reject chocolate shop selling straight ‘curly-wurlies’ at hugely discounted prices. The smell of warm chocolate wrapped itself around you in reassuring waves as you strolled the leafy campus. The history of the firm provided a secure lineage as to who we were and what we stood for. Of course, at the time, I found it paternalistic and oppressive. Only now do I appreciate some of the upsides we took for granted back then. For example, you were never lonely in that workplace – that was a thought that never crossed your mind.

In contrast, I now work in a virtual team that meets face-to-face twice a year but has weekly Zoom meetings to keep in touch. From a task perspective, the job gets done and it is a highly cost-effective way to work as a small business. However, it is not an environment that fosters the deeply bonded relationships I have enjoyed throughout

my career. I have reluctantly concluded that extended periods of remote working can breed a culture of shared resentment. I put this down to the fact that it is so much easier to objectify and dehumanize your remote worker colleagues and, simultaneously, so much harder to have open and honest conversations with them that vent emotion and clear the air.

Working together to achieve challenging goals inevitably generates tension. Traditionally, that tension was released by sensitively planned face-to-face meetings where all parties had the opportunity to explore carefully different points of view before moving towards resolution and next steps. Except in the most mature and self-aware teams, releasing that tension over a video call is a risky venture which, due to the lack of intimacy, can easily degenerate into an awkward and volatile exchange. As leaders avoid tackling real challenges in the virtual world, the tension is repressed and can leak out through behaviours such as disengagement, late-night email outbursts, sudden resignations or opportunistic rule breaking. Whilst this is less of a challenge for companies where office and factory working routines continue, the lingering post-pandemic realization remains that neither work nor colleagues matter as much as they used to. This attitude reduces the level of emotional investment in workplace relationships with a knock-on effect on morale, productivity and engagement. The post-pandemic sense of loneliness and workplace disconnection is an issue that all purpose-driven leaders must face.

What we need to rediscover

The antidote to loneliness is connection. We need to rediscover how to connect in the workplace. The answer is not to go back to the past by herding people into the office and denying them their new-found autonomy. Technology will evolve and make remote working more and more attractive through providing ways of connecting that we cannot currently imagine. But will flashing headsets and virtual realities satisfy all the connection needs that humans crave? I doubt it, unless we design the technology with human connection in mind, rather than efficiency or speed or sensory stimulation. Either way, in

the short term, the purpose-driven leader will need to supplement technology with the human touch.

Putting this another way, your employees need to have fun together. They need good times in the workplace because good times create good vibes and good vibes power the purpose-driven business. Like intrinsic values, fun comes in many different packages. For one person, fun means a wild night out at an industry awards event with lots of likes on social media. For others, fun is a quiet walk in nature with a thoughtful colleague or boss. Whilst it comes in different packages, fun typically involves other people. Connection is difficult if no one is at the other end of the line. Hence, part of the purpose-driven leader's job is to be the CFO – the Chief Fun Officer. We must be as committed to this aspect of our roles as other traditional leadership responsibilities. Fun leads to connection, which leads to a bonded team, whether working remotely or in the office. Have you got a strategy for how you are pumping fun into your workplace?

Before we move on, a few examples may help sow some ideas. Is it possible to have fun on Teams or Zoom? Do you notice people laughing a lot? It can happen, but the asynchronous mode of 'send-pause-receive-pause-send-pause-receive' makes the spontaneous, quick-fire nature of humour and camaraderie hard to recreate in a virtual environment. Yes, a clever piece of facilitation and structuring of the time can help. In our peer group leadership gatherings at The Trusted Executive, we start with a 'red-amber-green' check-in for every meeting that sets the scene for human connection and fun. Each leader shares in the chat box whether they feel green, amber or red, regarding their physical health and mental readiness for the meeting. If anyone logs themselves as a 'red', the group asks how they can help that person. This process starts the gathering with a spirit of openness and personal connection that breaks the ice in the cold, virtual world. We also give roles to the meeting attendees, like 'treasure hunter', 'values guardian' and 'timekeeper'. The treasure hunter looks for nuggets of wisdom from the meeting and plays them back to everybody at the end of the session. The values guardian looks for examples of where the team has honoured its values (or not) and feeds this back to the team. Both roles can be fun and foster greater

connection. Even the timekeeper role can spark humour as the lucky incumbent looks to keep the agenda on track by creatively alerting attendees that ‘time is up’.

Outside of the creative evolution of technology, purpose-driven leaders need to create varied opportunities for the face-to-face connection of the few and the many. By the few, I mean the immediate team that can meet on a 1-2-1 or small group basis and by the many, I mean the wider town hall-style gatherings of larger groups of colleagues. None of this is rocket science, but honestly naming the objective as fun, rather than team building or strategy development, is a good way to sell the idea to sceptical post-modern workers. Even in this day and age, most of us still want to have fun.

In summary, the pandemic changed what we have experienced. That painful experience cut the traditional cord between worker and workplace. Disconnection brought us freedom, but it also brought us loneliness and new questions about the importance of work in our lives. Organizations continue to struggle to find a new balance between staff autonomy and cultural cohesion. As technology makes remote working more and more tempting, purpose-driven leaders will be left picking up the tab for finding new ways to create fun and connection in the workplace. Those who recreate this cultural glue post-pandemic will unlock the potential for new levels of workplace productivity, innovation and resilience.

Future-fragile – a change in what might be possible

The context of purpose-driven leadership also involves a shift in what might be possible in the future. Part of the Industrial-Age dream discussed earlier in the chapter was the promise of a future in which each generation was more prosperous, safer and happier than the one that had come before. This was an exciting and motivating vision. With the collapse of this promise, post-modern workers gaze into the future and, rather than getting excited, they get scared. When they look into the future, the same technology that once promised to make our lives easier, more interesting and more productive now threatens

to make us extinct. They fear that the same economic growth that provided us with wealth, health and security has now morphed into the threatening prospect of unsustainable population growth, climate change and environmental degradation. They see that the cold war that created the illusion of a new era of global harmony has been shattered by the Russian invasion of Ukraine. Everywhere young people look, the futures that once gave previous generations hope are now pregnant with darker possibilities.

A recent survey conducted by the UK's Evangelical Alliance asked respondents what the biggest question on their minds was. Some were asking, 'Is there a purpose to life?' Others asked, 'Is there a God?', but the most popular question people were asking was, 'Will everything be ok?'⁷ Will everything be ok? I wonder how many parents reading this book have sat there with a young child after reading a bedtime fairy tale, with the obligatory happy ending, only to be asked the same question, 'Mummy, I know that's just a fairy tale, but will everything be ok in the end?' Even young children don't believe in happy endings any more. We appear to have grown out of the collective naivety of the Industrial Age and now look to the future with a sense of thinly disguised dread. My eldest son, who lectures in mental health at a UK university, gives me disturbing insights into the worries of the young people he teaches, many of whom question whether it is right to bring children into a world where the future feels so fragile. Some Gen X 'high rollers' may instinctively recoil from such pessimism and reach for the latest pejorative term, whether it be 'woke' or 'snowflake', but to do so shows a callous disregard for the genuine fears of millions of young people.

In the workplace, this lack of faith in the future creates a mindset where the risk-return ratio of bold decisions and working hard breaks down. I recently listened to the celebrity chef Marco Pierre White talking about how he built his career as a Michelin-starred chef.⁸ Coming from a working-class background in Yorkshire and leaving school with no qualifications, Marco was brought up to believe that if he worked hard and seized every opportunity that came along, he could escape from his humble origins.

In true Dick Wittington style, he left for London in 1981 with ‘£7.36, a box of books and a bag of clothes’ to train with his heroes, Albert and Michel Roux, at the Le Gavroche restaurant. Interestingly, Marco recalled revisiting his childhood home in Leeds many years later and saying he ‘did not recognize it at all’. He commented that the people he met there had lost belief in the future. They no longer believed that it was worth the risk of working hard and making sacrifices in the short term for a distant prize in the future. Some people bemoan this attitude as lazy. However, others may reflect that life is a gamble and we always calculate the odds of success before making difficult decisions. If we have just emerged from a global pandemic and are reading daily stories about war, climate disaster and a malevolent artificial intelligence that will soon take over the world, then we could be forgiven for concluding that today might not be the best day to take a leap of faith.

What we have lost

We have lost hope – something that we have taken for granted for 50 years. Hope was like air. It was always there, but we didn’t notice it. We assumed it was a given, but now it is gone and, without it, we are quickly getting hot under the collar. Since no one knows what the future holds, hope has always been a state of mind. You could go further and say hope was always an illusion. However, through the same reasoning, despair is equally groundless. No one knows the future, so we get to choose our outlook based on limited historical data and ever-expanding possibilities. And then that choice is contagious. Hope breeds more hope, whereas despair breeds more despair. Even though both hope and despair are equally illogical, we humans have a habit of choosing one position or another. We are either optimists or pessimists. Churchill famously said that he was an optimist because ‘it does not seem to be much use being anything else’. Fair point, Winston, and I am inclined to agree with you, but I notice your logic does not work for everyone. We purpose-driven leaders have hope because, without it, we would not have the confidence to lead,

but our hope can waver and the hope of those who follow us can also waver, sometimes alarmingly so.

In the workplace, a lack of hope shows up when discussing the three-year plan. The leader is suddenly confronted by a sea of blank faces. You know everyone is thinking, ‘How can you possibly expect us to contemplate the next three years when I still haven’t come to terms with what happened yesterday or last week or last month?’ I was coaching the CEO of an NHS hospital trust before a post-pandemic winter when hope was in short supply amongst an exhausted and demoralized staff. ‘They don’t believe in the three-year plan anymore, John.’ ‘How about the one-year plan?’ I offered. ‘No, they don’t believe in that either. They are just worried that we won’t get through the winter. That’s all they can think about.’ ‘Ok,’ I replied, ‘Well, let’s work with that reality then. Do they believe that the daffodils will come up again next spring?’ ‘Yes, of course, they believe in that,’ he laughed. We’d finally hit rock bottom. We’d finally encountered hope and hence ‘Project Daffodil’ was formed. Project Daffodil was designed to inject hope over those winter months in that hospital trust. We worked to create a short-term survival plan that the executive team could confidently own and implement over the winter. Spring came and the daffodils appeared. It had not been pretty, but the Hospital Trust had survived. A fragile hope had been restored.

The pain we feel

Losing hope makes us feel hopeless. Feeling hopeless saps our vitality and drains us of the motivation to take risks. Why would you take a risk when the future is so fragile? It would not make sense. To lose hope makes us feel nostalgic. We look back through rosy spectacles and long for more predictable and secure times. Given the serious implications of losing hope, it is surprising that this is not a word you often hear spoken about with regard to purpose-driven leadership. There isn’t a book called *Start with Hope* or *The Seven Habits of Highly Hopeful People* or *Coaching for Hope*. I find hope particularly lacking in the Western developed economies. When I visit

countries like UAE, Singapore, Vietnam and Malaysia, I step off the plane and I am immediately swept up into a grand project in which the whole country is engaged and committed. True, it is an Industrial-Age project of building new skyscrapers, lifting people out of poverty and turning a blind eye to the exploitation of immigrants and lapses in human rights. Nevertheless, the workplaces feel energized by a sense of shared vision and the ambition to succeed, believing that the future prize is worth it. In the West, I believe we have lost this sense of a shared vision or grasp of a grand project. To paraphrase Tom Wright's conclusions in his book *Surprised by Hope*, in the West, we work as if we are oiling the wheels of a machine that is about to fall over a cliff, or as if we were restoring a masterpiece that is about to be thrown on the fire.⁹ With that mindset, why would I go the extra mile, why would I add that final finishing touch that shows how much I care and why would I follow the next purpose-driven leader who tries to sell me a vision of their brave, new world?

What we need to rediscover

Please forgive me, dear reader, as I have dug the big hopeless hole above and invited you to jump into it. I know it will not have sat well with those of you who are still filled with an inspiring vision of the future. Part of your job as a purpose-driven leader is to be hopeful, but part of your job is also to empathize with those who have lost hope and are looking for you to restore it. How would you go about doing that? I guess the film *The Best Exotic Marigold Hotel* gives us a clue to the answer to that question when the hotel manager, Sonny, says, 'Everything will be alright in the end. If it is not alright then it's not yet the end.'¹⁰ Restoring hope involves providing people with a believable and inspiring vision that justifies the suffering and hard work required to get there. Note that I have suggested the vision must be believable and inspiring. In the profit-driven age, it was sufficient for the vision to be inspiring because enough of us still believed that we were 'masters of the universe' and anything was possible. That blind faith has evaporated with the prospect of a fragile future.

What made Project Daffodil work in the earlier NHS example was its credibility with demoralized and exhausted staff. Asking people to believe that daffodils will bloom again next spring is both believable and inspiring if your starting point is sufficiently challenging.

In his classic work, *Man's Search for Meaning*, Victor Frankl recounted how hope for the future was the single most important factor in determining whether his fellow prisoners would survive the experience of the Nazi concentration camps in World War II.¹¹ He wrote, 'The prisoner who had lost faith in the future was doomed. With his loss of belief in the future, he also lost his spiritual hold. He let himself decline and become subject to mental and physical decay.' Likewise, at the time of the American Revolution the average lifespan was less than 40 years, but most of the US founding fathers lived at least 20 years longer. It would seem their vision to create a great nation literally gave them life.¹² Such is the power of a believable and inspiring vision. Such is the power of hope.

For most purpose-driven leaders, the challenge is not to make the vision more inspiring, but to make it more believable. Let us take an example. I have worked with hundreds of CEOs to encourage them to set courageous goals. I now realize that the courage to dream big must be allied with the empathy to start small if the vision is to create hope in the modern workforce. I recall a leader I worked with who set a goal to solve the UK's homelessness problem within five years. At the time, I loved the boldness of this vision and praised his ambition and self-belief. In hindsight, I should have asked that leader, 'How can we make the vision more believable?' If I had done that and given permission for that CEO to start small, then I think the vision would have generated more hope amongst all the stakeholders needed to make it a reality. We must remember that hope in the future powers action in the present. If we want maximum short-term impact, then the mix of inspiration and believability in our visions needs careful distillation. Too much inspiration, and we lose the commitment of the hardened post-modern sceptic. Too much believability and we lose the excitement and challenge that has always attracted the best talent. Where does your vision sit on this spectrum? Have

you checked with your key stakeholders on the believability of your current vision? The power of hope makes such an exercise increasingly critical in the future-fragile world.

As we close out this chapter, I'm reminded of the story of the Choluteca suspension bridge in Honduras. It was built in the 1990s and is 484 metres long. In 1998, Honduras suffered the deadliest storm in its history when Hurricane Mitch struck its shores and caused disastrous flooding. Both roads on either side of the Choluteca bridge were completely washed away, leaving no trace of their original existence. Furthermore, as the storm subsided, the river Choluteca carved a new path through the new landscape, completely bypassing the bridge. Aerial photos now show the bridge in near-perfect condition sitting proudly in a desert landscape, half a mile away from the river it was supposed to span. It has become known locally as the 'bridge to nowhere'.

The Choluteca bridge is a dramatic example of what can happen if the landscape suddenly changes around you. If the context of your leadership has changed due to the various storms highlighted in this chapter, then you can be left feeling stranded like the Choluteca bridge; standing there in perfect condition, doing everything just like you used to and yet wondering why it is no longer effective. You have become the 'leader to nowhere'; a beautiful relic of a bygone age. Thankfully, we are not static structures like a bridge. If our leadership landscape changes, we can take proactive steps to reposition our leadership and stay relevant and engaged with our followers. However, this process must start with first taking the time to chart the new landscape carefully.

I hope the image of the Choluteca bridge is a powerful reminder of the importance of context for the purpose-driven leader. In a similar way, I opened the chapter with Ray Dalio's formula: $\text{Dreams} + \text{Reality} + \text{Determination} = \text{A Successful Life}$. Both Dalio's formula and the Choluteca bridge emphasize the importance of staying in touch with a rapidly changing reality to fulfil our purpose-driven goals. As we know from the famous quote, 'It is not the strongest of the species that survives, nor the most intelligent, but it is the one who is most adaptable to change.' It turns out that Charles Darwin may have

TABLE 2.1 The changed leadership landscape

Change in context	What we have lost	How it makes us feel	What we need to rediscover
Post-modern	Respect	Angry, futile, resigned	Intrinsic values
Post-pandemic	Security	Lonely	Connection and fun
Future-fragile	Hope	Hopeless, nostalgic, bitter	An inspiring and believable vision

never said those words, but they still speak to a powerful truth we all recognize. Table 2.1 summarizes the shifting leadership context we have discussed in this chapter.

As we unpack the *UP*, *IN* and *OUT* of purpose-driven leadership in the coming chapters, we must keep this leadership landscape in mind. Our purpose will need to be communicated in a way that engages team members who may feel angry and hopeless. Our resilience will need to cope with clients whose behaviour is increasingly unpredictable and sometimes aggressive. And we will need to keep connection and fun on our priority list to combat the loneliness and fragmentation that could undermine our efforts to build a successful workplace culture.

A leadership fable – coaching the leadership landscape

Ajit sat patiently waiting for Alisa to arrive in the meeting room for her second coaching session. He noticed a motivational slogan painted on the wall – ‘Keep calm and carry on’. The door swung open and in walked Alisa, carrying a bundle of papers, pens and water bottles. ‘Sorry, I’m late,’ she said, ‘I’ve been bouncing from meeting to meeting this morning, and I haven’t yet caught up with myself.’ ‘No problem,’ replied Ajit, ‘You can relax now. The next 90 minutes is time to take a step back and focus on what is important rather than what is urgent.’ ‘Well, that will be a first,’ retorted Alisa, ‘My feet haven’t touched the ground since I arrived at GoZero. It’s been a whirlwind and quite a shock from what I was used to in my previous

company, where it was all about EBITDA, profit and the bottom line.’ ‘Tell me more,’ enquired Ajit, ‘What have been your first impressions in the role?’

‘It’s bizarre around here,’ replied Alisa, ‘I feel like I have landed on an alien planet. Don’t get me wrong, on the surface, all is good. I love the mission of the company to stop climate change, which aligns with my own purpose, and it is a relief to be working for a board that truly pursues the triple bottom line of profit, people and planet. I was tired of the mindless money-making and dubious ethics of my previous corporate employer, where it felt like all the talk about sustainability was a thin veneer covering up a traditional focus on maximizing dividends for insatiable shareholders. That is all a welcome change, but I hadn’t realized that a different working culture comes with it. I haven’t made sense of it yet, but maybe we can work on that today? I’d appreciate getting your perspective and sorting out my thoughts.’

Ajit made a couple of notes and then said, ‘There’s certainly a lot going on in the world at the moment, isn’t there?’ Alisa sighed and looked out of the window, ‘It’s a mess, isn’t it? You only have to scan your newsfeed for five minutes and you’re left wondering what on earth is going on. To be honest, I’m not sure we’ve got over the experience of the pandemic yet. No one wants to discuss it, but things have changed. Remote working is here to stay. Young people seem genuinely frightened about the future. People have had a huge shock and I think many of them have concluded that they might as well ‘live for the day’ and enjoy themselves, rather than focus on developing their careers and planning for the future. I get that, but what I find most difficult is the idea that there is no common ground anymore. Everyone adopts their position and defends it. If you try to get people to focus on the facts, you are accused of being a fascist. In my previous corporate role, I’d already noticed some of these trends creeping into the workplace, but here it is off the scale. You work with many other CEOs, Ajit, is this just me or are you hearing this from your other clients?’

Despite being a coach, Ajit had a policy that if a client asked him a direct question, he would give them an honest answer, so he shared his own experience with Alisa. ‘One of the privileges of my role is

that I work in confidence with many board-level leaders in both the profit-driven and purpose-driven sectors. Because our conversations are in confidence, I get to hear what is really going on for leaders “below the water line”. Without breaching that confidentiality, I can tell you that many of my clients are experiencing the same challenges you have just described. You are not alone. This is not a GoZero issue. It is a wider issue caused by a shift in the leadership landscape.’

Alisa was tapping away on her keyboard as Ajit spoke. ‘I’m just making some notes, Ajit. Firstly, it is a relief to know I am not alone. Sometimes you think you are losing the plot, but if you are hearing this from many of your clients, at least I know I am not going insane. I have been brought up as a leader to think I can change anything if I am just smart enough and have a strong enough will. I never quite bought into that as I felt it was very macho and I’ve seen a lot of leaders get into trouble taking that approach. My own experience is that these societal changes are here to stay. In fact, I can see things accelerating in the coming years as the younger generations come into leadership positions. One of the problems I have is how to talk about these wider changes with the staff. I think we all feel it in our guts, but we struggle to articulate what is going on, contributing to the tension we then feel. It is like there is an elephant in the room and no one has yet pointed to it and given it a name. What name would you give it, Ajit?’

‘To be honest, Alisa, I think there are three elephants in the room with three different names. I’d call the first elephant post-modern, the second post-pandemic and the third future-fragile. I know you’d rather they be called Mary, Bob and Sue, but I’m afraid it’s not that simple.’ ‘Yes, Mary, Bob and Sue would be easier to remember for sure,’ laughed Alisa, ‘I understand the post-covid elephant in the room. As I mentioned earlier, it feels like the experience of lockdown has changed many people’s attitude towards work. Given what we all went through, I guess that’s not surprising, but it’s not just the obvious practical challenge of hybrid working models. We all know that working on Zoom and Teams is here to stay, but there are more subtle changes that we are still struggling with. Our mental health seems poor, and the boundary between work and life has become so

blurred that the concept of work-life balance is irrelevant. However, most worrying to me is that few people around me seem to enjoy work as much as they used to. My friends compare notes on how toxic their workplace culture is; many have changed jobs more than once in the last couple of years in search of a more fulfilling working environment. But is this all due to the pandemic?’

At this point, Ajit stood up from his chair and grabbed a pen from the flip chart easel. He drew three animals that looked vaguely like elephants and labelled them ‘the lonely one’, ‘the hopeless one’ and ‘the angry one’. Pointing to the first with the pen, he said, ‘Bob is the lonely elephant. He is a product of the pandemic and you have described some of the reasons for Bob’s feelings of loneliness. Meanwhile...’ he pointed his pen at the second elephant, ‘Mary is the angry elephant. Mary is a post-modern elephant. She was born long before the pandemic but has grown bigger and bigger in the last few years. The thing with Mary is that she turns her trunk up at everyone and everything. She doesn’t care who you are and what you stand for because she has already decided that you are part of the problem. She will project onto you all the pent-up anger she feels at the broken promises of the industrial era; the fact that the world seems to be in a worse place than it was 30 years ago despite the wonders of modern science. That’s why Mary works for GoZero, so it’s a double-edged sword. Mary is passionate about your purpose but angry that the company had to be created in the first place.

‘Finally, we have this third elephant, Sue, with the big, doleful eyes.’ Ajit’s pen pointed at the last elephant on his flip chart. ‘Sue is different from Bob or Mary because Sue is not a product of the past but rather a fear of the future. Sue doesn’t sleep well at night because she is worrying about where the world is heading. If the Industrial Age has failed, then Sue worries that future scientific advances will simply make the world’s problems worse. Artificial intelligence (AI) would be a good example of Sue’s feelings of hopelessness. Thirty years ago, Sue might still have thought that AI would be a force for good, but now she is convinced that AI will first replace her job and then ultimately replace the human species. There is no hope.’

Alisa shuffled awkwardly in her chair. 'Ajit, this is all a bit depressing. I'm a natural optimist myself, so I don't do the doomsday stuff. That said, Mary, Bob and Sue are all very familiar to me. I could map every team member at GoZero to each of them to different degrees. On the one hand, your three elephants help make sense of some of the baffling conversations I have each day in this role. This is useful because it helps me not take things too personally. On the other hand, your picture makes me feel powerless to change anything. It makes me feel like I am just being swept along by megatrends that I cannot control.' 'Yes, I can understand that,' replied Ajit, 'there is a thin line between accepting reality and feeling overwhelmed and disempowered. This is where you need to hold fast to your vision and tap into the determination that got you to become a CEO in the first place. Can you work out the puzzle? The puzzle of the three elephants? Because if you can, you will adapt to this reality quicker than other leaders and maximize your impact and fulfilment in the role.' Alisa looked Ajit in the eye and simply said, 'Yes, for sure, I'm up for it. Where do we go next?' Ajit smiled and said, 'Let's meet again in a month's time. Meanwhile, what is your biggest takeaway from this coaching session and what action will you take before we meet again?'

Alisa pondered the question and then started tapping notes on her keyboard. She was deep in concentration. Finally, she sat back in her chair, looking pleased with herself. 'My biggest takeaway is that I'm not as important as I thought I was. It's not about me. Here I was thinking that the world had suddenly turned against me and that I was doing something in my own leadership that was making everyone around me lonely, angry and hopeless. Now, I realize that it wasn't me after all, it was Mary, Bob and Sue – the three elephants in the room. It is a relief to understand the situation better and to know that all leaders are facing similar elephants, particularly those in purpose-driven organizations where Mary, Bob and Sue are most likely to be found. My action is to keep a daily journal between now and when we next meet. In that journal, I will capture the moments when I experience post-modern, post-pandemic and future-fragile

conversations in the workplace. I want to get better at recognizing these moments to work out how best to respond to them. I guess that's what we will discuss next time, eh, Ajit?' Alisa winked at Ajit. He winked back. 'Yes, I guess we will.'

Notes

- 1 Ray, D (2017) *Principles: Life and work*, New York, Simon & Schuster
- 2 Blakey, J (2024) Resilience: 12 tips for bouncing back, <https://trustedexecutive.com/resilience-12-tips-for-bouncing-back/> (archived at <https://perma.cc/F8G5-CEEV>)
- 3 Raworth, K (2017) *Doughnut Economics: Seven ways to think like a 21st-century economist*, Chelsea Green Publishing
- 4 BMJ (2020) Covid-19: death rate is 0.66% and increases with age, study estimates, www.bmj.com/content/369/bmj.m1327 (archived at <https://perma.cc/D7FU-8SAF>)
- 5 BBC (nd) Disease, www.bbc.co.uk/bitesize/articles/z93tvj6#zf6dxg8 (archived at <https://perma.cc/TP6E-KWVA>)
- 6 Taylor, F W (2005) *Scientific Management*, Routledge
- 7 Hamilton Bond, C (2022) Will everything be OK? Churches Together in England, <https://cte.org.uk/talking-jesus2022/> (archived at <https://perma.cc/XQ7A-GSSF>)
- 8 Oxford Union (2016) Marco Pierre White, Full Address and Q&A, www.youtube.com/watch?v=U-xCIstDBaI (archived at <https://perma.cc/42ZJ-6NMR>)
- 9 Wright, T (2012) *Surprised by Hope: Original, provocative and practical*, SPCK
- 10 Bridges 52:7 (2012) The Best Exotic Marigold Hotel—quotes, <https://bridges527.com/2012/06/14/the-best-exotic-marigold-hotel-quotes/> (archived at <https://perma.cc/AL4K-737J>)
- 11 Backlund, S (nd) Viktor Frankl's Revelation of Hope, Igniting Hope, www.ignitinghope.com/viktor-frankl-s-revelation-on-hope (archived at <https://perma.cc/7UDE-EG9G>)
- 12 Friedman, H S (2011) What the founding fathers can teach us about longevity, Huffpost, www.huffpost.com/entry/founding-fathers-longevity_b_889329 (archived at <https://perma.cc/J78Q-4RYE>)

The *UP* of purpose-driven leadership

The parable of the two wolves

Chapter 2 focused on the changing context of purpose-driven leadership, i.e. the factors over which we have little control. Our aim in that chapter was to raise our awareness and understanding so we could adapt effectively. As we move further into this book, we need to keep that context in mind, but we will now turn to the one thing we can always change: ourselves. We will focus on the question, how can I thrive as a purpose-driven leader despite the challenges of the post-modern, the post-pandemic and the future-fragile? The answer to that question starts with reflecting upon the source of our purpose, how it was born in us and how we nurture it through our lives.

It may surprise you that your purpose lives next door to your trauma. In other words, the things that have the power to destroy you live next door to the things that have the power to make you a force for good. Let me explain that some more through the story of the two wolves. The story features two characters: a grandfather and his granddaughter. The grandfather explains to his granddaughter that two wolves are fighting within her, an image that serves as a metaphor for the woman's inner sense of conflict. The conversation between the two goes like this:

'I have a fight going on in me,' the old man said. 'It's taking place between two wolves. One is evil – he is anger, envy, sorrow, regret, greed, arrogance, self-pity, guilt, resentment, inferiority, lies, false pride, superiority and ego.' The grandfather looked at the granddaughter and

went on, 'The other embodies positive emotions. He is joy, peace, love, hope, serenity, humility, kindness, benevolence, empathy, generosity, truth, compassion and faith. Both wolves are fighting to the death. The same fight is happening inside you and every other person, too.' The granddaughter took a moment to reflect on this. At last, she looked up at her grandfather and asked, 'Which wolf will win?' The old man gave a simple reply. 'The one you feed.'

The *UP*, *IN* and *OUT* model exists to help you feed the wolf of your purpose rather than the wolf of your trauma. You might be reading this thinking, 'I don't have any trauma. I'm not a drug addict. I'm not homeless. I'm not a criminal. I'm a normal person.' The parable of the two wolves suggests we all have trauma; it's just that some people are more aware of their trauma than others. It is a fact that bad stuff happens to all of us. Yes, there are different degrees of bad stuff, but none of us were born into the perfect family or had the perfect childhood. There was a moment when the hope that everyone around you was a force for good was shattered. In that moment, the two wolves were born. The one wolf rebels against that traumatic experience to reassert its faith in human nature. Meanwhile, the other wolf gives in to the experience and seeks solace in cynicism, bitterness and revenge. Which wolf wins? The one you feed.

When I was 22, the fight between the two wolves inside me reached a particular climax. I was with a good friend in the local village on a Saturday night. We had a bottle of port wrapped in a brown paper bag and drank half of the bottle each before going to the pub and carrying on from there. We were feeding the one wolf, drink by drink. After several episodes of obnoxious behaviour, we eventually headed home. On the walk home, we indulged in various acts of mindless vandalism, culminating in kicking over a street bollard. At this point, a police car drove past and we ran. I remember vaulting over someone's garden wall, lying in the dirt and then having a torch shone in my eyes. We were picked up and taken to the local police station.

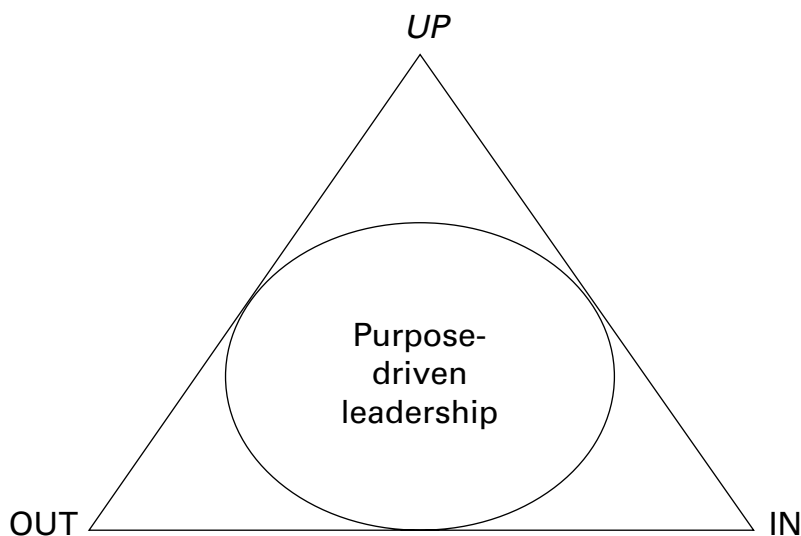
At this point, I think the police officers involved still wanted to let us off with a stern warning, but the wolf was having none of that. It was well fed by now. We continued to mock, joke and provoke until they had no choice but to arrest us and lock us up for the night. When

I found myself on my own in a police cell, I boiled with fury and started to pace the cell. Back and forth, back and forth. Each time I came to a wall, I kicked it. I then marched over to the opposite wall and kicked it. This went on for some time until, eventually, I got tired and sat down. At this point, I heard that inner voice inside of me again – ‘John, there are two paths from here. One is the high road and the other is the low road. You can channel this anger in two different ways. On one path, it will destroy you and those you love; on the other, it will enable you to become a force for good.’ It was a turning point in my life. I had met with both wolves and I realized I was feeding the wrong one.

In the coming chapters we will design a diet for the purpose-driven wolf that consists of three main dishes: the *UP*, the *IN* and the *OUT*. The intention is to create a balanced diet that combines a three-fold focus on your purpose, your well-being and your leadership of others. We will consider both the theory and the practice in each area to develop good habits that feed the purpose-driven wolf over a sustained period. As per our physical bodies, the cumulative effects of good dietary habits build over time. What we eat today is a good or bad investment in the future. Building these habits is the most generous thing you can do for your future self. The first course of our diet starts with the *UP* of feeding our purpose.

Defining your purpose

There are a lot of great resources that will help you find your purpose. In many ways, this book assumes you have already done that work. It assumes you have already chosen to become a purpose-driven leader. However, there is one coaching exercise that I have used for over 20 years that has consistently been the most powerful vehicle for helping others find their purpose, so I offer it here since it is too valuable to leave out. If you are already clear on your purpose, use this exercise to reaffirm, refine and reinforce that focus. If you are revisiting your purpose, then the exercise will help you check what may have changed as you have grown and developed in recent years. If

FIGURE 3.1 The three dimensions of purpose-driven leadership: *UP*

you cannot articulate your purpose, this exercise is a great starting point. However, I would recommend you use it alongside other practical resources, such as Simon Sinek's *Find Your Why*.¹

The exercise is known as a 'values elicitation' and it seeks to uncover your intrinsic values. Often, people choose their values from a checklist. However, this creates the risk that the values are judged before being chosen. For example, people dismiss a value of 'beauty' as being too superficial or select the value of 'honesty' because it is a value they think they should have rather than one that genuinely inspires them. The values elicitation exercise bypasses this judgement by asking you to describe your values through real-life stories of personal fulfilment and despair. In these situations, values will either have been honoured or discounted and personal storytelling helps these values emerge via a non-judgemental process. To complete the exercise, proceed through the following steps:

- 1 Identify three peak moments when life felt perfect, fulfilled and 'in the flow'. Relive these experiences and recount them to a trusted colleague or friend. Explore the details of the moment. What was happening? Who was there? What did people say? What did you

see? What did you feel? What made it special? What else do you remember about it?

- 2 Ask the friend to play back what they heard about the experience and which words had the most impact and energy for them. What values do you both think were being honoured in this experience? Choose a maximum of four values.
- 3 Next identify three moments of despair when life felt empty, blocked and frustrating. Repeat the above steps for these experiences. Work with the colleague to identify the values you ignored during these times. As before, choose a maximum of four values.
- 4 Combine the two lists of values and assess the priority of each by asking yourself the question: 'If my house was burning down and my values were in the house, which value would I take with me first?' And which one next... and so forth.
- 5 After the discussion, write down your values in order of priority and add a couple of sentences to each to describe them in more detail. There should be a maximum of eight values on your list.

This exercise can also be carried out for a team or an organization by reviewing the relevant history and identifying the same high and low points. It is those moments when emotions are running strong that reveal the true values of an individual, a team or an organization as opposed to the textbook values that our logical brains would suggest.

Having completed the values elicitation exercise many years ago, I know that my intrinsic values are as follows:

- Courage
- Sharing
- Fun
- Flair
- Freedom
- Variety
- Challenge

When I am honouring the above values, I know I am feeding the good wolf. On the other hand, let's consider the list of opposing vices that also exist inside of me:

- Insensitivity
- Self-obsession
- Restlessness
- Boredom
- Frustration
- Trouble-maker

If I am not consciously feeding my good wolf, then I am feeding the bad wolf. For example, I will become more insensitive if I am not consciously becoming braver. I will become more self-obsessed if I do not intentionally share with others. If I don't ensure I have enough challenge in my life, I will be tempted to start causing trouble. Each day, each week and each month, I have to ensure I am feeding the right wolf. Later in the book, we will look at the practical habits that can support this challenge.

We can see how our list of values links to the sixth level in Maslow's hierarchy of needs discussed in Chapter 1. Everyone's list of values will differ, yet all positive values can lead to someone becoming a force for good. Our list of intrinsic values helps us extend the parable of the two wolves because when the granddaughter asked, 'Which wolf wins?', the grandfather replied, 'Whichever one you feed.' At this point, the granddaughter could easily have asked, 'I want to feed the good wolf, but I don't know what to feed him.' After completing the values elicitation exercise, you will now know the diet the good wolf needs to be fed. You will have heard the phrase 'the devil makes work for idle hands'. In the context of purpose-driven leadership, I would rephrase this saying as 'when you are not focused on your intrinsic values, you default to your opposing vices'. When you are not feeding the good one, you're feeding the bad one. It's digital.

Values elicitation in action

When I launched my first CEO peer group, all the new members of the group had to complete the values elicitation exercise and publicly share their values with the rest of the group. It was part of the induction into the programme. The exercise ensured that all members knew that everyone else was committed to defining their purpose via their intrinsic values. I recall using the values elicitation exercise with one new group member as we sat outside a pub next to Marylebone station in London. As a young, profit-driven entrepreneur, this member was initially sceptical about the exercise. However, they kept an open mind and, over no more than 90 minutes, we completed the exercise to discover the following set of intrinsic values:

- Loyalty
- Fun
- Achievement
- Humour
- Generosity
- Creativity

When we had completed the exercise, my client looked at me and said, ‘What did you do?’ ‘I just followed the exercise,’ I replied. ‘Yes, but what else did you do, because I feel very strange.’ ‘Well, exactly how do you feel?’ I probed. ‘For the first time in my life, I think I know who I am,’ he declared. ‘I understand why I do what I do and why certain things always irritate me and why I have made some of the choices I have made, both good and bad.’ It was wonderful to witness the scales falling from this young man’s eyes as he sat before me, with tourists and passers-by strolling past. From then on, this member insisted on referring to me as ‘the magician’. His list of values served him well, although, unfortunately, the fight between the two wolves waged intensively inside of him. Several years later, I heard that despite building a successful media business, this client had died prematurely at 42. In my heart, I knew which wolf had won. The

vices had overcome the values. I wasn't the magician he had thought I was, because, ultimately, only you can choose. No one else can choose for you.

Armed with your list of intrinsic values, you can align with other people, teams and organizations that share those values. When you do this, you will likely find you are pursuing your higher purpose. Those around you will then encourage you to keep feeding the good wolf and you will do the same for them. Like attracts like. We are stronger together. Equally, if you become a member of the 'wrong gang', you will feed the bad wolf together. You are indeed the company you keep, so choose your company carefully. Don't leave it to chance. For example, you might have an intrinsic value of justice and so you are attracted to an organization whose focus is eliminating modern-day slavery. You find others in this place who also share your value of justice and you encourage each other and spur each other on in community. Together, you build a successful purpose-driven organization.

By defining your values, you can make conscious choices that bring your purpose increasingly into being. Through this process, you feed the good wolf. The good wolf in you aligns with the good wolf in others, and you become a collective force for good. You engage the imperfect world around you and seek to make a positive difference. Frederich Buechner described this process as follows: 'The place [your purpose] calls you to is the place where your deep gladness and the world's deep hunger meet.'² We do our best work at the intersection of these two realities.

Staying connected to your purpose

For me, a purpose is a living thing. It is an entity. It is something with which I have an ongoing relationship. A purpose is not something that I define, then put in a drawer, lock up and forget about. Why is this important? Because every day, you will be distracted from your purpose by the various affairs of the world. Those affairs may align

with your intrinsic values, but many will not. Indeed, some of those distractions will be driven by your vices and the vices of others. There is an ongoing battle for your soul's attention. Only by making your purpose as real as your best friend, mobile phone or inbox will you have any chance of sustaining the *UP* of purpose-driven leadership. The moment you create an entity out of your purpose, you can talk to it, listen to it and keep it alive in your daily conversations.

In the profit-driven world, this practice was deeply ingrained in our institutional lives. When I was international managing director of a FTSE100 global IT company, there was no possibility that I would forget about profit. All leaders in that company had an intimate relationship with profit. It spoke to us in our dreams. It walked down the high street with us and flew business class with us on long-haul flights. It was always at our side whispering in our ears with questions like, 'How can you increase the profit margin on this project?' or 'What will happen if the client doesn't pay that invoice?' And you had to listen to it, because if you didn't you lost your job.

The challenge in the purpose-driven world is that if you stop listening to your purpose, you don't lose your job. Life goes on. Sometimes life can go on for a long time before you realize that you are running on fumes because you have lost connection to your purpose. In the profit-driven world, you quickly got an institutional tap on the shoulder if you dared to forget about profit. If you ignored the tap, you would soon feel a sharper dig. Purpose is not yet institutionally wired. Maybe that will come one day, but for now, we must be our own conscience. We must take personal responsibility for listening to our purpose each day and keeping it alive. How do we do that? We have to give it time; time is the most precious commodity you possess because no one can create more time. There are 24 hours in a day and approximately 1,000 waking minutes. What an apparent indulgence to take just 0.5 per cent of these 1,000 minutes and use them to commune with your purpose. And yet purpose-driven people have been doing exactly this for thousands of years. In every major religion, believers are encouraged to listen to their higher purpose in a two-way dialogue. Some call it prayer. Others call it meditation.

Others go for a run. Whatever you call it, I'm encouraging you to go inside yourself, reflect on your purpose and enter into dialogue with it each and every day.

When premiership football players enter the field at the beginning of the game, many of them commune with their purpose. Some will kiss the grass. Others will look up to the sky and offer up their hands. Others will draw a strange cross-like sign on their chests. Millions of spectators worldwide watch this happen every week and it draws no comment at all from the press, commentators or football managers. I have yet to watch a post-match press conference where the journalist asked a player, 'What on earth were you doing kissing the grass when you came onto the pitch? Isn't that just weird?' or 'When you scored and looked up to the sky, who were you looking at exactly?' It is accepted as normal that these sports heroes, operating at the top of their game, have various rituals to communicate with their purpose. It is part of the *UP* of their leadership.

Now, I am not suggesting that in your next board meeting you should walk into the room and kiss the boardroom table or draw the sign of the cross on your chest every time you win a new deal, but I am raising your awareness of the practices that many high-performing individuals use to stay connected to their purpose. Are all these people crazy? Or have they happened upon something that works and has worked for purpose-driven human beings since the beginning of time? The idea that purpose sits above us. Purpose is revered. Purpose is a living entity. Purpose is not a part-time job.

In this book, I have referred several times to an inner voice that 'talks' to me and has always talked to me, though at times I have stopped listening. When you read that, do you interpret it as an author's poetic licence because clearly I am not hearing a literal voice? Do you think I am a madman who is suffering daily hallucinations? Or do you simply regard it as me referring to my intuition, my gut feelings and my instincts? To engage with the *UP* of purpose-driven leadership, you must find the language that works for you. Of course, some people talk about God, some people talk about 'the Universe', but those words do not work for everyone. In fact, they can get in the way and block you from accessing a resource that I regard as an

essential component of purpose-driven leadership. I'm encouraging you to use the language of purpose to access this resource and, in Chapter 6, we will look at how you use that approach to work the *UP* of purpose-driven leadership at a practical level.

Being in service to purpose

In the purpose-driven world, profit serves purpose. Profit remains important, but it becomes fuel for purpose and impact. It is the means and not the end. For this reason, purpose-driven leaders are in service to their purpose. When I was leading my not-for-profit organization, The Trusted Executive, I used to imagine my purpose sat in the room with me at leadership team and board meetings. Sometimes I wanted to create a new user on Teams or Zoom and name that user 'Our Purpose'. 'Our Purpose' could then join all our meetings and this would make sure we would never forget what was most important. We had the purpose of gifting over £1 million to our charitable foundation and creating a new standard of leadership defined by trustworthiness.

Sometimes we would get into conflict about the day's issues. Often it would be because we were not operating in service to the purpose. Instead, individual agendas, goals and fears had taken centre stage. We had dropped down in Maslow's hierarchy and become prey to our less enlightened motivations and needs. In that moment, leadership is about allowing the purpose to speak through you, even though this will probably make you unpopular, frightened and doubtful. The purpose must speak through the leader, otherwise it will slowly die. If you don't set the example that you are willing to make a personal sacrifice in service of the purpose, then how can you expect anyone else to do the same? These sacrifices are made at lower levels of Maslow's hierarchy of needs in service of your intrinsic values.

For example, imagine you are in a boardroom debate about what to do with a financial surplus you didn't expect to have at the end of the financial year. Some directors reasonably suggest that it should be distributed to the leadership team for all their hard work and commit-

ment. Some think it should be used to host an event to thank your clients for their loyalty and commitment. Again, a perfectly reasonable suggestion. Then, the directors of the company start to wonder if they deserve the financial surplus themselves because, after all, they are not being paid market rates for their roles and they hold significant responsibility for the affairs of the company.

The reasonableness of all these suggestions is seductive and, after a heated debate, everyone looks to you for an answer. You think of your own basic needs. You think of your need for self-esteem and recognition. You think of your need for a sense of belonging through pleasing the people in front of you, but then you look at the empty chair where your purpose sits. What would your purpose be saying to you in that moment? ‘Don’t forget about me. Don’t sell me down the road. Be a force for good.’ So, you clear your throat and say, ‘I think we should give all the surplus to our charitable foundation.’ You can see everyone rolling their eyes in front of you. You’re thinking, ‘I never realized it would be this hard. I thought being a purpose-driven leader would involve people throwing me a bunch of flowers and congratulating me on being so virtuous and progressive.’ Welcome to the real world. Serving your purpose can make you poorer. It can make you unpopular. It can cause you sleepless nights. Sometimes that is what it takes to be a force for good.

In his book *Man and Superman*, George Bernard Shaw wrote, ‘This is the true joy in life, being used for a purpose recognized by yourself as a mighty one. Being a force of nature instead of a feverish, selfish little clod of ailments and grievances, complaining that the world will not devote itself to making you happy.’³ He was speaking from level six of Maslow’s hierarchy when he captured those beautiful and inspiring words. However, I know that, despite being a purpose-driven leader, my own ‘selfish little clod’ rears its ugly head regularly. I know that even though my colleagues have their hearts in the right place, they too have ‘ailments and grievances’, which grow bigger and bigger in their minds. I know that some clients believe it is the sole focus of my job to make them happy even though they selected us as partners because they admired our values-driven ethos.

I found all this imperfection easier to deal with in the profit-driven world because hypocrisy was baked into the psychological contract. You never expected more because more had not been promised in the first place.

I find it much harder to deal with my own and other people's imperfections in the purpose-driven world, because we initially set out to find a better way. We staked out the moral high ground and made lofty promises to ourselves and others. We then embarked on a journey together, only to find that our own natures became the limiting factor in the purity of our purpose-driven business. It reminds me of the fable of the frog and scorpion:⁴

A scorpion asks a frog to carry him over a river. The frog is afraid of being stung, but the scorpion argues that if it did so, both would sink and the scorpion would drown. Suitably convinced of the compelling logic of this argument, the frog agrees to carry the scorpion over the river, but midway across, the scorpion does indeed sting the frog, dooming them both. As the frog slips below the surface of the water, he cries out, 'Why did you do that?', to which the scorpion replies, 'Sorry, it's just in my nature'.

If you honour your intrinsic values and serve your purpose, you can expect to be stung many times midway across the river. Unlike the frog, you will not likely die, but the fallibility of your own and other people's natures could result in you being deeply hurt, losing a lot of money and/or having your reputation dragged through the dirt. No one plans it that way and everyone is doing their best. It is simply that this is uncharted territory for you and everyone else involved. Everyone sets out with the best of intentions, but stuff happens on the way and no one on social media warned you about it, as they were too busy living the perfect life. You will often be awake at 4 am in the morning asking yourself, 'Why did I ever go down this path in the first place?' You must build resilience like no other to keep going and finish the race. And you will toughen yourself up to meet this challenge because you are in service to the purpose and the purpose is now the only prize that can bring you real joy.

Feeling the joy of the purpose

Let us return to George Bernard Shaw's quote about purpose. Shaw started his words with, 'This is the true joy in life, being used for a purpose'. Note that he didn't say, 'This is the true happiness in life'; he talked of joy and I think that is significant. Happiness is what you pursue in the lower levels of Maslow's hierarchy, whereas joy is what you choose when you operate at the purpose-driven sixth level. Happiness is a feeling that comes over you in certain circumstances and then passes away as quickly as it came. On the other hand, joy is a deep reservoir of well-being inside each of us, waiting to be found. Joy is like breathing. It is always there, but we are often not connected to it or conscious of its presence. That is why it is said 'It is possible to experience joy in difficult times. It's possible to know joy or feel joy in spite of grief or uncertainty. Joy doesn't need a smile to exist.'⁵ Yet, what does it mean to choose joy and how does it connect with being purpose-driven, rather than profit-driven?

To answer these questions, we need to dig a bit deeper into the nature of joy. I recently visited a good friend who was in hospital, dying of cancer. It was not a happy experience and I could have avoided it through a thousand reasonable excuses. However, I chose to make the journey. I felt extremely awkward and sad as I stood outside his room on the ward. I wasn't even sure I had got the correct room and I imagined opening the door to intrude upon the private suffering of a complete stranger. I took a deep breath and grabbed the door handle. Inside, I found my friend and his wife and daughter. Over the next 40 minutes we spoke, we laughed, we cried, we hugged, we prayed. I had taken with me some sporting memorabilia from 30 years ago that I knew my friend would appreciate, together with a photo of our school class from which I read all the pupils' names. It was difficult and heart-wrenching, but I would also say it was beautiful and it gave me great joy. It gave me joy because it was meaningful, it honoured my core values and it was the culmination of a long and purposeful journey – the journey of a lifetime's friendship.

Through this experience I realized what it means to say that you can choose joy, whereas happiness happens to you. I also understood

better how joy can be found in every circumstance, however challenging, if you act purposefully according to your core values and in service to something higher than yourself, which in this case was friendship.

Let's bring this back to the world of leadership; your purpose can bring you joy if you cultivate it over time. However, for this to happen, you need to keep making the courageous choice to confront the fickle world of circumstances with your personal values. You can choose those moments to bring your purpose fully to life for yourself and those you lead. Some of us will know what it feels like to walk onto a stage to accept an industry award on behalf of our teams. That is clearly a moment of joy and the circumstance is happy. I wonder if you have also had the experience of a crushing disappointment at work and still been able to find joy in that situation. For example, have you put your heart and soul into winning a ground-breaking programme of work that would transform your business, only to be pipped at the post in what seemed an unfair and arbitrary selection process? That moment can feel like a fierce blow to the solar plexus. However, it is also a moment in which you can choose joy because it makes you realize how much you and those around you care about what you do and how you do it. It can be the moment when you choose joy because you know that you are close to the prize and you know how far you have already come. You can choose joy because you are being used for a purpose and you are no longer a 'selfish little clod'.

If you can cultivate this attitude over time, you will access the reservoir of joy inside you more frequently despite the immediate circumstances. Maybe this is what Kipling was referring to in his poem 'If' when he said, 'If you can meet with triumph and disaster and treat those two impostors just the same... then yours is the Earth and everything that's in it.'⁶ Triumph and disaster are impostors because they belong to the world of happiness, not the world of joy. They belong to the world of circumstance, not the world of purpose.

Connection, service and joy

I hope I have given you a glimpse into the nature of joy and how it shines brightly in the *UP* of purpose-driven leadership. Given the self-sacrificial nature of being in service to your purpose, leaders need to work on their capacity to choose joy. Joy can then fuel the purpose-driven journey and keep you motivated and resilient when others have given up or turned back. Being purpose-driven involves letting go of the need for the rewards of the lower levels of Maslow's hierarchy, such as a sense of belonging, material success and status in the outside world. In return, the purpose-driven leader increasingly substitutes these extrinsic rewards with the intrinsic reward of joy. It is important to grasp this transition because we are not entirely selfless creatures who can indefinitely sustain being a force for good if there is no personal prize in sight. The reward for the purpose-driven leader is to feel more joy in their lives – a deeper joy they can access in more challenging situations. That joy brings inner peace. Who can put a price on that?

In the earlier sections, we have discussed the nature of the *UP* of purpose-driven leadership – connection, service and joy. Each of these aspects has always been present for the leader who treads this path, yet all three are even more critical given the changing leadership landscape discussed in Chapter 2. In a recent *Harvard Business Review* article titled 'How to Be a Purpose-Driven Leader Without Burning Out', the authors, Lisa Mcleod and Elizabeth Lotardo, suggest that traditional notions of servant leadership are a 'recipe for burnout' due to the nature of the modern workplace.⁷ They argue that servant leadership needs to change to adapt to this new environment and focus on impact rather than service.

Whilst I would agree that the post-modern, post-pandemic, future-fragile context leads to increased burnout amongst leaders, I believe the answer to this problem is not to abandon servant leadership but to double down on it and find better ways to motivate ourselves, build resilience and feel reward from what we do. All three dimensions of the *UP*, *IN* and *OUT* model can support this challenge, but the *UP* specifically helps through its themes of connection, service

and joy. Connecting more deeply to your purpose is an antidote to the loss of security that comes with the post-modern workplace. It also helps with the feelings of post-pandemic loneliness by giving greater clarity to the nature of your tribe. Most of all, tapping into greater reservoirs of joy is the most significant opportunity for purpose-driven leaders to counter the hopelessness that future-fragile attitudes can trigger. Our fears for the future may well threaten our hope for guaranteed happiness, but such worries evaporate in the presence of our immediate joy. I have great faith in the potential of that reframe to transform the experience of being a purpose-driven leader.

As we close this chapter, I would like to mention the word ‘legacy’. There has been a lot of reference to this word in purpose-driven leadership in recent years – the idea that we are building a legacy through our work by making a contribution that outlasts our personal involvement. Where does the idea of creating a legacy fit within Maslow’s hierarchy of needs? It is not a basic psychological need, but I wonder whether it belongs to the need for status and is therefore linked to level four in Maslow’s model, rather than level five or six.

The significance of that observation is that in the *UP* of purpose-driven leadership, legacy is a possible outcome of our work, but it is not the goal of our work. I once coached a leader who set the goal of being awarded an OBE. I found this a challenging goal to work with because an OBE is, by definition, an honour that is bestowed on someone rather than something you pursue. It is not something you apply for, like a job; it is something you are invited to accept by a higher authority over which you are not exercising influence or control. Isn’t it the joy of unexpectedly receiving an honour that places it at level six in Maslow’s hierarchy? It is similar with the idea of creating a legacy. I am not sure it is something that purpose-driven leaders should publicly pursue and self-reference. If others observe that you have created a legacy through your connection, purpose and joy, then great, let them bestow that accolade upon you. In this way, you keep yourself at level six in Maslow’s hierarchy and you are not tempted or seduced to compromise on your joy.

A leadership fable – coaching the UP

Alisa looked at her watch. ‘Sorry, folks, I’ve got to dash.’ She swept up her belongings and rushed out of the meeting room. Across the corridor, she caught sight of Ajit in the room opposite. His eyes were closed. Alisa knew him well enough to know he was meditating rather than snoring. ‘Very irritating that he is so relaxed,’ she reflected, ‘but I guess it is part of his job.’ Cheekily, she flung the door open and Ajit sat up with a start. ‘Hi, Ajit. How are you?’ ‘Oh... I’m fine,’ replied Ajit as he gathered himself. ‘More importantly, how have things gone for you since we last met?’ ‘Well, I’ve been working hard to recognize the context of my leadership, Ajit, and I realize you were right when you talked about that “bridge to nowhere” business. I feel like the Choluteca Bridge. I am leading in a desert. The river has moved a long way from where it used to be. I need to adapt quickly. The thing that has struck me most is the post-modern challenge. It’s particularly a “thing” at GoZero.

‘Let me give you an example. A couple of weeks ago, something strange happened that would have really disturbed me if I had not been able to put it into the context of our discussion on post-modernism and the three elephants in the room. I was at home in the evening relaxing with the family and my mobile rang. It was my PA, Kevin, and he started the conversation saying, “I want you to know I’m angry about the leadership style you have demonstrated since you joined. I thought you should know because I like to speak my mind. It’s more authentic that way. That’s all I wanted to say, so have a good evening.” With that, he hung up and I was left staring at a blank screen, wondering what had just happened.

‘How would you have reacted to that, Ajit?’ Ajit took a deep breath and said, ‘Post-modernism at its best. Let’s break it down. It starts with a collapse in respect for authority and the traditional order of things, but then it goes beyond that to adopt a position of deliberate provocation. Kevin’s focus is on his subjective experience. That is all that matters and his reaction to that experience is self-justifying. It requires no additional validation or reference point. The raw, unedited feelings must be expressed regardless of the impact on others because

to hold it back would undermine Kevin's authenticity.' 'I knew you'd find better words for it, Ajit, but that's the gist of what I was thinking. How was I supposed to react? I could feel the boss in me wanting to assert my authority, take Kevin to one side and give him a good ticking off. That's what I would have done in my old role, but in GoZero I knew that approach would not work. Kevin would likely accuse me of bullying him and file an official complaint with HR. We've already got a pile of those complaints involving the previous CEO, which we are slowly wading through, and it is such a huge distraction. So, I didn't do that, but I'm still angry about the incident and doing nothing doesn't feel right either.'

Alisa was clearly still fuming from what had happened, so Ajit asked, 'What does adapting to the new leadership landscape mean in this example then, Alisa?' 'It's tough, but my hunch is that it involves something to do with the *UP* of purpose-driven leadership you have spoken to me about. My days are full of these micro-aggressions, as the psychologists call them. Sharp arrows that come out of nowhere and lodge themselves in my posterior. If I reacted to them all, I'd be buried in endless psychodramas. I'd be pulled into the swamp, whereas I need to keep looking up. I need to stay focused on the purpose.' 'Yes, spot on,' replied Ajit. 'How do you do that then in this situation?' 'I can't stop Kevin being Kevin, can I? I need to think about how I best show up given this reality. You know we did that values elicitation exercise and I'm thinking how I honour my values in this situation. One of my values is tolerance. I hate to see intolerance in others, but if I tolerate Kevin's behaviour am I not just becoming a doormat? That doesn't sound like a lot of fun.'

There was a long silence as Alisa reflected on what she had said. After a minute or two, Ajit leant forward and said, 'Let me ask you a question, Alisa. Are you prepared to suffer to honour your values and achieve your purpose?' Alisa let out a slow whistle and said, 'Wow. That's a big question for a Monday afternoon. Am I prepared to suffer? Nobody told me I would have to suffer. Everyone said working for a purpose-driven company like GoZero would be great. Hard work, yes, but a life of suffering was not really what I had in mind. Isn't there another way?' 'Well, yes,' replied Ajit, 'you can go back to

the profit-driven world and get back on that treadmill if you really want to.’ ‘There’s no way back,’ bemoaned Alisa, ‘It’s a one-way ticket and I’ve paid the fare. Let’s imagine I’m prepared to suffer, then what’s in it for me?’ ‘What’s in it for you, Alisa, is more joy than you can possibly imagine. Is that a sufficient reward?’ ‘I’m not sure, Ajit. I need to think about it. I’m not even sure I know what joy is or how it works. What happens if I do all this suffering and then I find I don’t feel the joy at the end anyway?’ ‘I’m not talking about joy sometime in the future, Alisa, I’m talking about joy right now in this instant. Can you choose joy in this moment?’ ‘Hang on, Ajit, I’m going to blow a fuse if you keep asking me these bombshell questions. Can I choose joy in this moment? That’s a big reframe. Let me sit with that for a moment.’ ‘Sure. Take your time, Alisa, and remember everything we have said about the *UP* of purpose-driven leadership.’

Coach and coachee sat in silence for some time, then Alisa started scribbling some notes. She stopped briefly and thought some more. Then she started scribbling a little faster. She was doing the work. Finally, she looked up and said, ‘There. Got it. Sorted.’ With that, she passed Ajit her notebook and he read the following:

Joy is something I feel when I am honouring my values and serving my purpose. I can only honour my values if I have experiences where those values are being threatened. I can only serve my purpose if I put it first, regardless of my own and other people’s immediate needs. These are both circumstances which I have traditionally called suffering. I can honour my value of tolerance by not reacting to what Kevin said to me. I can serve my purpose of saving the world from climate change by making that purpose more important than my own immediate feelings, which will have changed come this time next week anyway. Of course, it doesn’t make me happy to think of Kevin’s call, but if I focus on the choices I make in responding to the call, then I detach from circumstances I cannot control and I connect with my inner purpose and values in a way that can bring me joy. The joy comes from the opportunity to experience who I really am. The joy comes from briefly appearing at level six in Maslow’s hierarchy.

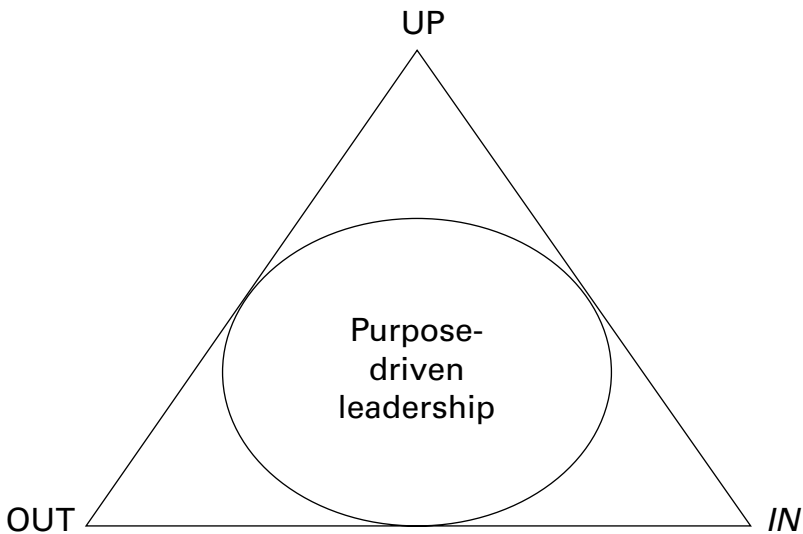
‘Fantastic work,’ beamed Ajit, ‘You are an amazing leader. I want to hug you, but you would probably report me to HR.’ They both laughed and gave each other a polite fist bump instead. ‘That is how you choose joy even while suffering and you don’t even have to sign up to one of the world’s major religions for that to happen. It’s a very practical thing, but I hope you can feel how it can transform your experience of purpose-driven leadership.’ ‘For sure,’ replied Alisa, ‘It’s seriously cool. I feel totally different now from how I felt when I entered the room 30 minutes ago. The bridge has moved. I am no longer the bridge to nowhere. I am adapting to the post-modern reality. I still feel a bit of a novice, but this gives me hope that, if I practise, I can get better and better at choosing joy. I don’t know about you, Ajit, but I’m ready for a lie down. That has been a humdinger of a coaching session. I look forward to working with you again in a month’s time. Thank you.’

Notes

- 1 Sinek, S (2019) *Find Your Why*, Gramedia Pustaka Utama
- 2 Goodreads (nd) Frederick Buechner quotes, www.goodreads.com/quotes/496215-vocation-is-the-place-where-our-deep-gladness-meets-the (archived at <https://perma.cc/HN6S-WWDK>)
- 3 Goodreads (nd) George Bernard Shaw quotes, www.goodreads.com/quotes/649680-this-is-the-true-joy-in-life-being-used-for (archived at <https://perma.cc/EEZ3-V6PC>)
- 4 Wikipedia (nd) The Scorpion and the Frog, https://en.wikipedia.org/wiki/The_Scorpion_and_the_Frog (archived at <https://perma.cc/RM8S-4K5K>)
- 5 Compassion (nd) What’s the difference between joy and happiness? www.compassion.com/sponsor_a_child/difference-between-joy-and-happiness.htm (archived at <https://perma.cc/JKL9-JUFS>)
- 6 Kiplin, R (1895) If, Poetry Foundation, www.poetryfoundation.org/poems/46473/if--- (archived at <https://perma.cc/SDK3-HG2F>)
- 7 McLeod, L E and Lotardo, E (2023) How to be a purpose-driven leader without burning out, *Harvard Business Review*, <https://hbr.org/2023/07/how-to-be-a-purpose-driven-leader-without-burning-out> (archived at <https://perma.cc/QYQ6-UQLU>)

The *IN* of purpose-driven leadership

FIGURE 4.1 The three dimensions of purpose-driven leadership: *IN*



Having considered the *UP* of purpose-driven leadership in the previous chapter, it is time to turn our attention to the *IN*. Of our three dimensions, the *IN* focuses on how the leader takes care of themselves while pursuing their purpose and taking care of others. For many leaders, the *IN* is the toughest dimension to focus on because they regard it as inherently self-centred and indulgent. A purpose-driven leader is typically attracted to positions of responsibility that involve a degree of self-sacrifice. Whilst adopting a selfless attitude is admirable, we must be careful not to underestimate the extent of our

own needs in the lower levels of Maslow's hierarchy. We cannot sustain ourselves on levels five and six of the hierarchy alone. That is called being a martyr and we will talk further about that in Chapter 7.

We still have our egos and those egos will need sustaining through recognition, relationships and love. We also have bodies. Our physical and mental health will need sustaining through diet, exercise, rest, community and balance. We are reminded of the maxim that, in an aircraft emergency, you are advised to put on your own oxygen mask before helping others put on theirs. Unless the leader maintains their motivation, resilience and spiritual well-being, they will find that the mission will be aborted prematurely. My wife, Jane, ran a Kumon education centre for many years. It was a purpose-driven role focused on helping young children in the local community master mathematics. As a franchise business, it had all the practical struggles and people challenges involved in any leadership role. We used to joke about how, on some days, she would reach 'the limits of her enlightenment' when the frustrating issues of the moment obliterated her sense of purpose, like black clouds passing in front of the sun. In these moments, when the daily grind eclipses the *UP* of purpose-driven leadership, the leader must draw upon deep reserves of personal grit. In this chapter we will build that grit by working on your motivation, resilience and spiritual well-being to help you thrive on the inside of purpose-driven leadership.

The magic of Olympic motivation

In Chapter 2, I referenced Ray Dalio's formula for a successful life. Another of my favourite coaching formulas is this one:

$$\text{Performance} = \text{motivation} \times \text{ability} \times \text{opportunity}$$

When I first came across this formula, I realized that I had lived most of my life thinking that performance = ability $\times$ opportunity. I had assumed that motivation was a fixed and uniform variable. You get up, you work hard and then you go to sleep. When I got school reports that said I was 'easily distracted' in class or seemed to 'spend

a lot of time giggling with friends', I didn't realize that I was being told that I had poor motivation. I thought my teachers were describing my character and labelling me as lazy. I thought they were talking about my ability. Ironically, this labelling did nothing to help my motivation, which I now realize was the underlying problem. Quite simply, I was bored.

Later in life, two experiences opened my eyes to the importance of motivation as the third leg of the performance formula. When I left my corporate career at 39, I set up an executive coaching practice with Bill Barry, a former Olympic medalist rower and Olympic coach to Team GB athletes. Through this involvement, I was fortunate to work with medal-winning athletes like Dame Katherine Grainger, Martin Cross and Alan Campbell. As I studied their world, I realized that most of their work was incredibly boring. They spent hours in the gym. They paddled endlessly up and down rivers. They couldn't eat what they wanted and had to be in bed for 10 pm. Because of this mind-numbing routine, their coach, Bill, relentlessly focused on their motivation because he knew how boring their lives could be. He did not call them lazy when they got distracted or missed having some fun. Instead, he made it his job to find out new ways to motivate them.

One day, Bill asked me about the martial art, tai chi, which he knew I had practised for over 15 years. He was quizzing me in detail when I stopped him and said, 'How come you're suddenly so interested in tai chi, Bill? Are you thinking of taking it up?' 'No,' he replied, 'I'm just looking for new ways to motivate my athletes and I thought there might be some ideas from tai chi that could help.' Every day, he brought a new insight, analogy or top tip into the gym and his eager athletes gobbled them all up as they braced themselves for another day's tedious Olympic preparation. It might have been something he'd heard on the radio, or a book he had been reading, or a conversation he'd had on holiday. He took full responsibility for motivating his athletes in this way because he knew that when it came to the final yards of the single scull race in which Alan Campbell won the bronze medal at London 2012, it would be motivation, not ability that would carry him over the finishing line. $\text{Performance} = \text{MOTIVATION} \times \text{ability} \times \text{opportunity}$.

The most inspiring story I remember from that time was when Alan was training for the Olympics in Beijing in 2008. Alan was already the World Cup silver medalist and one of the favourites for the Olympic gold when he got a tooth infection two months before the start of the games. The infection went into his knee and he was admitted to hospital for an operation. The surgeon told him he wouldn't be going to Beijing at all, let alone getting into a boat. But he and Bill were having none of it. Bill told me they had come up with a new master plan. They'd worked out that Alan would be the athlete who would improve the most between his operation and the start of the Games. Each day, he would make the most progress because he was starting so much further back than the rest due to his injury. It was an outrageous logic, but it motivated everyone in the team as they sought to prove the medical experts wrong. And they did. Spectacularly so.

I remember standing outside Euston station in London, screaming into thin air as Alan powered home in the single scull semi-final to qualify for the Olympic final in which he came seventh. He came home on crutches and I felt I'd witnessed a modern-day miracle. My eyes had started to open to the power of motivation and how it is a variable over which we have much more control than either ability or opportunity. Motivation is the hidden turbo button that most of us have been told doesn't exist.

The second example that initiated me into the magic of motivation was when I went to San Diego to train to be a Chair for Vistage, the world's largest CEO membership organization. It was the first time I had been to the west coast of the United States. As I got off the plane, I could already smell the buzz of the place. It was different. Sitting in the training room that week with 30 other leaders from the US and Canada, we were pumped up by one inspiring experience after another, all in the name of motivation.

One morning, we walked into the room and there was a conference phone placed on the desk in front of us. 'Right, we're going to make some cold calls to CEOs across America,' boomed the facilitator. There were six chairs in front of the phone and the rest of the room was empty. 'If you want to have a go, sit in one of these six

chairs.’ Five chairs were quickly taken and there was one left. I found myself walking towards the final chair with a mixture of utter dread and carnal excitement. When my turn came to make a cold call, I got through to the PA and then succeeded in being transferred to the CEO. As the call proceeded, the facilitator furiously jabbed his finger at the sales script on the wall before me, pointing to the next step in the process. It was like an out-of-body experience and it became even more surreal when somehow the CEO agreed to make an appointment to meet me. When I put the phone down, there was a cheer in the room and I felt like a superhero. I swear that, in that moment, I could have won an Olympic medal myself. I was as high as a kite and there was much fist-pumping and hugs in the room.

I’d never been so motivated in my life and I brought that drive back with me from the US. It fuelled me for the next six months as I built my first Vistage CEO group in London. Everything I touched turned to gold because the fire in my belly was burning so brightly. Strangely, if you had asked me how motivated I was before I went to the US, I would have said ‘10 out of 10’. By the time I returned, I realized I had gotten the score right, but I was measuring it on the wrong scale. In reality, my motivation had been 10 out of 100. Can you imagine the impact on performance if you’re motivation is 90/100 rather than 10/100? It is a game-changer. It is this level of motivation that purpose-driven leaders need to sustain the *IN* of purpose-driven leadership.

The motivation log and your five-a-day

Since working with the Team GB rowing team, I have had the privilege of working with Team GB diving, the Paralympic target shooting team, England Cricket and several premiership football clubs. Each of these experiences has reinforced my view that the world of sports understands the power of motivation in a way wholly overlooked by most business leaders. Maybe it was possible to get away with this oversight in the profit-driven world where fear is used as a proxy for motivation, but purpose needs a positive fuel. Business-as-usual levels

of motivation cannot sustain purpose-driven leadership. It requires the mindset, tools and techniques of elite sport. In Chapter 6 we will look at the practical application of this mindset in more detail, but for now, I hope the following coaching example will prove the point.

During the lockdowns of the coronavirus pandemic, I worked with many board leaders whose motivation was suddenly at an all-time low. Previously confident, ‘gung-ho’ executives, who were used to bouncing out of bed at 6 am to confront the day, found themselves running on fumes due to boredom, exhaustion and fear. As had been the case for Olympic coaches, my job suddenly had to focus on providing recipes for daily motivation. During this time, I developed a simple exercise called the motivation log. I would ask my clients to draw a scale from 0 to 10 and ask them to log how their motivation levels varied during each working week. After a month of logging, we would drill into the scores, looking for the ‘radiators’ and ‘drains’. Radiators were events, people, places or activities that triggered increased motivation, whilst drains did precisely the opposite. What surprised my clients was that they were not making conscious decisions to maximize the radiators and minimize the drains. Like my younger self, they had been assuming their motivation was a fixed variable that took care of itself. It took the pandemic to prompt these leaders to take responsibility for their motivation because, suddenly, there was a burning platform. Elite sports athletes don’t wait for the burning platform; they are driven to work on their motivation through their passion for the purpose. Organizational leaders need to do the same.

At a practical level, the motivation log often reveals fascinating radiators and drains that surprise the leader. Working with one board leader in the NHS, we discovered that their motivation levels were noticeably higher when they listened to at least one hour of rock music per day. For them, rock music was a radiator. Another leader noticed that time walking in nature topped up their motivation. For others, engaging with, or avoiding, specific people made the most difference. Some needed solitude. Some needed the buzz of other people. Some loved Italian food. Some required a ‘fix’ of sport. Some had to read fiction, whilst for others, it was a favourite leadership

podcast. The list was endless, and I realized that each leader's motivation formula is unique and needs careful design and refinement. Much more lies in the detail of each hour and each minute than I had realized. The design of the working day to maximize motivation levels is a critical responsibility for the purpose-driven leader. The motivation log is often the first step in making this possible.

Now that the dismal days of pandemic lockdowns are behind us, it is tempting to think that we don't need such a precise focus on this variable, but I think we forget it at our peril. The purpose-driven world will continue to throw you one curve ball after another. Can you afford to leave your motivation to chance? Or are you committed to finding your 'five-a-day' – the five radiators that boost your motivation that you will build into every working day. Like any healthy diet, it starts with knowing what is good for you. Once you have this knowledge, you then need the discipline to create new habits. Gradually, your habits become automated through repetition and then, one day, you find that it is just like cleaning your teeth. It's good for you and it happens without you having to think about it.

To close our discussion on motivation, we reflect on the changed context of leadership – post-modern, post-pandemic and future-fragile. How can working on our motivation help us adapt to this new environment? If the future is fragile, we (and those we lead) will be less motivated to focus on big, audacious goals that take years to achieve. We will see too much uncertainty and disruption in the outside world that threatens the achievement of such goals. Therefore, we will need to generate more motivation from each day's immediate experience; this is where our 'five-a-day' diet of motivational radiators will help us most. Similarly, the scepticism of post-modern stakeholders means we are less likely to be recognized and praised by others. It can be extremely draining, so we need to generate intrinsic motivation, not wait for extrinsic recognition. Finally, the disconnected workplace that exists post-pandemic means we might not have as much fun in work as we used to. Fun is a motivator, and we may need some of our 'five-a-day' radiators to be rooted in having fun inside or outside our working hours. For example, playing and watching sport is a massive fun factor for many of us. I have a weekly

habit of playing table tennis at a local club. Win or lose, it is always lots of fun and the day after, I always wake up with an extra spring in my step. In this way, we can see that working on our intrinsic motivators is an excellent antidote to the ills of the modern workplace. Now, it is time to move on to look at another aspect of the *IN* of purpose-driven leadership – the subtle art of not giving up.

Resilience – the subtle art of not giving up

I often think about giving up. I thought a lot about it when I was studying for my doctorate part time. Yes, it was an intellectual challenge but even more a resilience challenge. Not many people fail a doctorate if they get to the finishing line, but many a competent student gives up, having experienced one too many pushbacks and disappointments at the hands of demanding and critical professors. I have thought a lot about giving up when writing my books, including this one. ‘What’s the point?’, whispers the inner critic, ‘no one will read it anyway.’ I definitely thought a lot about giving up when running my purpose-driven business during the pandemic. I remember thinking it was a golden opportunity to give up and have a perfect excuse that nobody could argue with, but for some reason, I carried on.

I am sure you have a similar list of examples. Maybe you are thinking of giving up on something or someone right now? I am not trying to say you should never give up, but I am encouraging you not to give up on an impulse. You will regret that because your impulse might be wrong and, even if it is correct, you will miss the opportunity to develop your resilience.

As a coach, I have worked on resilience with my clients for over 20 years. It is a recurrent theme and it has become more of a focus in recent years. I recall one meeting of my CEO peer group where, in the opening check-in, every leader shared how they had taken a severe blow since we last met, whether in their business or personal lives. Some had lost big deals. Some had lost great people. Some had lost their sense of humour. All were struggling to see the light at the

end of the tunnel and a gloomy atmosphere settled on the room. Rather than continuing with our regular agenda, I decided we would conduct a spontaneous resilience-building exercise. Before running the exercise, I delivered a sobering message:

As CEOs and MDs, you cannot avoid taking a hit. It is not a case of if but when the next disappointment is going to strike. Therefore, the question is not how you can stop yourself from falling over because you will fall over. The question is how you get back up again and again and again... as quickly as possible.

With this in mind, I asked each of the 12 members to think of their top tip for bouncing back. As we went around the table, I realized that some real treasure was being shared, so I made sure I captured the collective wisdom. I later wrote up the tips as a blog called ‘Resilience: 12 Tips for Bouncing Back’.¹ Since then, I have used this checklist to help many other purpose-driven leaders working on the subtle art of not giving up. I share the 12 tips below under four headings and then will take you through an example to show you how they work in practice (see Figure 4.2)

I recall using this checklist in a sensitive coaching session where I was working with the CEO of an internationally renowned education charity. I’d worked with the CEO for many years, so I immediately knew something was wrong when he entered the meeting room. He was ashen-faced as he told me that there had been an incident in the finance department – the management accountant had authorized a payment of £75k, which turned out to be a scam. I was shocked. It was an absolute calamity for this leader and his organization. While it was tempting to dig into the whole sorry story of how this had happened, I knew that would not help my client, who was already being interrogated by plenty of other worried people. My client did not need further quizzing from his coach; he needed empathy and support to bounce back from a shattering blow.

In working through the situation, we got to the point where I showed my client the 12 tips for bouncing back. Initially, I asked him which of the four headings could help him the most. He looked at the list and concluded that he’d taken the time to ‘stop’ and work through

FIGURE 4.2 12 tips for bouncing back



those tips over the past week since the event had happened. Having a rant to his partner and writing about the incident in his journal had helped him get through the initial panic. His focus was now on revisiting the big picture and sorting out his tactics, so we checked in with his core values and purpose, which we had captured earlier in the coaching assignment when discussing the *UP* of purpose-driven leadership. This step always helps provide a new perspective on the events and puts them into a bigger context in which they are not as all-consuming as they first appeared.

The CEO picked the ‘trust your instinct’ and ‘think win-win’ tips from the heading ‘Revisit the Big Picture’. It is always great self-coaching to ask yourself, ‘What is my instinct in this situation?’ because often you will have been overwhelmed by negative feelings and critical analysis. In this example, the instinct of the CEO was to back his management accountant despite what had happened.

Meanwhile, the ‘Think win-win’ tip links to Steven Covey’s *Seven Habits of Highly Effective People*.² Covey lists ‘Think Win-Win’ as Habit 4 and states that pursuing a win-win outcome is ‘a balancing act between courage and consideration. To go for win-win, you not only have to be empathic, but you also have to be confident. To do that... is the essence of real maturity.’ This tip also helps us understand the first tip of ‘Empathize with the persecutor’. You cannot empathize and seek a win-win outcome unless you have first found a way to put yourself in other people’s shoes and realize they are hurting at least as much as you are.

In our example, it would have been tempting for the CEO to condemn the management accountant and ask them to resign due to their mistake. This choice would have been a win-lose outcome, which would not have required our CEO to put himself in the shoes of his colleague or empathize with him. The medium-term difficulty with the win-lose strategy is the challenge that if you live by the sword, then you die by the sword. What goes around comes around. One day, you are the person making the mistake and others must decide how to handle it. It will be hard to ask for their forgiveness if you have built a reputation as a cold-hearted and ruthless leader. This is what Covey means when he describes win-win as ‘real maturity’. Win-win happens when we are old enough and wise enough to understand that our reputation is our most treasured asset. What you build today will become your character and your character will, one day, be the yardstick against which you are held to account.

Returning to our checklist, my client recognized that he needed to push back against his trustees, who were demanding the management accountant’s immediate sacking (tip no. 9). He had to be brave to speak his truth and risk their wrath by presenting other options and arguing the pros and cons of each. He brainstormed some of these options to ensure he had not missed a creative ‘plan B’ that would unlock new possibilities. A great self-coaching question in this step is ‘What would be the craziest thing I could do right now?’ Once the craziest option is on the table, it will open your mind and you can be more creative to consider other possibilities you might not have otherwise seen. Finally, we discussed the ‘Let Go’ tips. At this stage,

my client was not ready to let go, which was understandable. However, even knowing you are not ready to let go, or lose the battle to win the war, considering these tips signals to your subconscious that these possibilities exist and might be helpful to consider in the future. Sometimes, effective coaching can be very subtle.

The last tip is my favourite: 'If you're going to give up, give up on a good day.' I love this tip because it is empowering. You might not be giving up today, but the tip gives you permission to give up in the future. That is a liberating possibility that will get you through many a dark night of the soul. You don't have to carry on, but you can choose to carry on if you want to. You are still at choice and, if you are at choice, you remain free. Whereas, if you give up today, which is a bad day, then you accept the victim role. This is a role from which it will be difficult to lead effectively in the future. In my own purpose-driven business, I decided to step down from the CEO role after six years. It was not a perfect day to do that, but it was a good day. It was not a short-term reaction to a crisis; it was a measured step in a previously agreed strategy. It was still challenging to let go and there were many unresolved risks and untapped opportunities, but I had worked through the 12 resilience tips many times before that day arrived. It felt like passing a finishing line rather than giving up – that is an important distinction when it comes to losing battles instead of winning wars. Due to its importance, we will revisit giving up on a good day in the conclusion to this book.

Everything we have discussed regarding resilience is particularly relevant in the changed leadership landscape we discussed in Chapter 2. If the wider environment prompts more feelings of insecurity, hopelessness and anger, leaders will need to be more resilient than they used to be. We can expect more disruptive global events and the knock-on impact of those on fragile workplace cultures. Purpose-driven leaders like politicians will be subject to endless scrutiny on social media and in the mainstream press. As AI replaces jobs and climate change wreaks its havoc, we will be reviled rather than admired by post-modern sceptics who will be looking for someone to blame. It will be unfair and unpredictable. I would rather face reality in this book than sell you short with pleasant-sounding fairy tales of

the promised land. For then, we have the chance to prepare and be ready. Armed with our Olympic motivation and our deep resilience, we are ready to add the final component of the *IN* of purpose-driven leadership: spiritual well-being.

Spiritual well-being – the power of community

Well-being is a big industry and a fashionable topic. Many books and podcasts provide expert advice on maintaining your physical and mental well-being. I do not want to duplicate that advice in this book. Instead, I want to focus on maintaining your spiritual well-being because as soon as you put purpose above profit, you have entered a more spiritual world. When I mention that word ‘spiritual’, I know some readers will think, ‘Oh no, he’s going to go all woo-woo on us and tell us to start hugging trees’. I remember listening to a brilliant Rob Bell podcast titled ‘A Proper Level of Woo’,³ where he explored the thin line between keeping your feet on the ground and having your head in the clouds. I hope to pitch the level of ‘woo’ right to an audience I know to be pragmatic and action-oriented but still curious about new perspectives. With this in mind, I want to focus on the aspect of spiritual well-being known as... community. There, I told you it was going to be pragmatic. I want to talk to you about the importance of engaging in a like-minded community. Others might refer to this as being connected with your tribe. It is a lot of fun to spend time in community with others. Still, more importantly than that, community nourishes your spiritual well-being.

I am fortunate to spend a lot of time in communities. I am part of my local church community and the Baptist community at Regents Park College in Oxford. I am part of the community of leaders who are members of our Trusted Executive fellowship boards. I am a season ticket holder of my local football club, Birmingham City. In the past, I was a member of the incredible international community of Vistage Chairs and a similar tribe at the International Coach Federation. Before then, I was a member of the worldwide community that was Logica plc. In each of these communities, I have felt a

tremendous sense of belonging and shared self-esteem, which fulfilled me at levels three and four of Maslow's hierarchy and, more recently, these communities have also nourished me at a spiritual level in helping me realize my full potential (level five) and honouring my intrinsic values (level six).

When I talk about community, sometimes people say, 'Oh, I get what you mean. You mean being part of a great team.' No, I don't mean that. A community of shared practice is very different from a team. A team always has an element of structure and hierarchy, whereas a community is loose and flat. Typically, teams are smaller, whereas communities can be millions of people strong. A team exists to achieve a specific goal and engage with other stakeholders, whereas a community exists solely to nourish its own members and is not beholden to a web of other competing interests. A team is full of colleagues. A community is full of friends. A team helps you get something done. A community nourishes your soul.

An important aspect of being in a community is ritual. Rituals bind together communities and provide a level of connection beyond the personal. For football supporters, ritual involves wearing the club colours, singing tribal songs and honouring the history of the community through statues and memorabilia. In our Trusted Executive fellowship boards, we have rituals involving specific exercises that all new members complete and routines that structure all the group meetings. These rituals have value in the present, but they also honour and respect the community's unique history. When I visit Regents Park College to study theology, the experience has the heady combination of Oxford University rituals intertwined with Baptist faith rituals. In my younger years, I rebelled against ritual, as all good post-modernists do, because we find it restrictive, boring and authoritarian. However, I now realize that ritual brings predictability, togetherness and a shared reference point. Ritual helps you know where you stand. It provides boundaries and it codifies best practice. In this way, community becomes critical to spiritual well-being in the changed leadership landscape.

Pre-pandemic, I believe, the workplace was a source of community for many leaders. However, for all the reasons explored in Chapter 2,

many workplaces no longer satisfy community needs. In response, leaders are seeking new communities to fill that hole. The B Corp movement is one example of this. B Corp is a tribe whose purpose is to make business a force for good. Many leaders enter the B Corp accreditation process seeking a level of recognition for their businesses (level three in Maslow's hierarchy), but they emerge from the experience feeling part of an international community (levels five/six of Maslow's hierarchy). They enter the process with a logical and emotional need and emerge from it having satisfied a spiritual need. I refer to community as a spiritual experience because I believe that, through community, we get a glimpse of a shared human identity. This glimpse satisfies a deep human craving. It is a oneness that can move us to tears. When our team scores. When we are singing a hymn. When we are sharing our deepest fears in a trusted peer group. It is those moments that nourish our souls and it is those moments that purpose-driven leaders must seek beyond the immediate work team of which they are a part.

Let me give you an example of community in action. For the launch of one of my CEO peer groups in London, eight of us met together for our first meeting at an office in the City. As part of my training in the US, I had been exposed to a ritual exercise in the Vistage community called the timeline. The timeline involved plotting your life on a piece of paper to chart the ups and downs of your circumstances and experiences. You then shared this 'mountain range' life graphic with your peers and talked them through the highs and lows. The timeline exercise is profoundly spiritual because it prompts you to drop the superficial armour of everyday life to reveal both your trauma and your purpose, which, as we noted in the *UP* of purpose-driven leadership, are often found side by side.

As you tell your unique story, your highs reveal moments when your purpose and values were most honoured, while your lows reveal the sources of your trauma and its reverberations. Returning to that first CEO peer group meeting, I took a deep breath and introduced the exercise. The group took 20 minutes to reflect on their timelines individually. We had one young group member who looked visibly daunted by the experience. He told me it wasn't what he had expected

as part of a CEO meeting and wondered whether he should be in the group at all. I reassured him and encouraged him to give it a try.

As befits the group leader, I shared my timeline first and I shared the regrettable experience from my early 20s when I was arrested and charged with causing criminal damage. Role-modelling such vulnerability set the tone for those who shared their timelines next and recounted all manner of interesting, shocking, glorious and painful stories. There were tears. There were hugs. There was hushed silence and there was laughter. We all knew that we had created a sacred place and I guarantee that everyone present will remember that afternoon for the rest of their lives. We had made the first step in building a community.

At the end of the meeting, the young member who had been wary of the exercise came up to me and said, 'It's bizarre. I feel like I know the people in this room, who I have just met for the first time today, better than those I have been working with for the past five years.' In that comment lies the difference between a great team and a great community. The timeline exercise works extremely well in a community, but I would not recommend using it in a workplace team because it is unlikely that the environment will be sufficiently psychologically safe. At best, people will hold back and dilute their stories to the point of meaninglessness. At worst, some people will open up fully and others won't, creating a distorted power dynamic in the team and destroying any fragile trust that may have been created.

Being strongly bound in community is a 'must have' attribute of successful purpose-driven leadership in the changed landscape of the modern workplace. It was always lonely at the top, but in today's post-modern, post-pandemic and future-fragile workplaces, yesterday's bearable loneliness is today's unbearable and ineffective isolation. Many of the leaders I speak to feel guilty about investing time and money in joining peer group communities as they feel it is self-indulgent and would rather invest in the development of their teams. This is a noble attitude, but I think it reflects an outdated, parental understanding of the nature of modern leadership. If you are in service to your purpose, you are not in a place of privilege or dotage. That would be a contradiction in terms, wouldn't it? If you

have genuinely transitioned from profit-driven to purpose-driven leadership, you are giving, not getting. In that place, you must fuel yourself with the *IN* of purpose-driven leadership and a big chunk of that is prioritizing your community needs, at least to the same level as your team needs.

A leadership fable – coaching the *IN*

Alisa had not slept. Ajit saw dark shadows underneath her eyes and noticed she was gulping down water at every pause in their conversation. ‘I’ve only been in the job three months and I feel exhausted,’ she confessed. ‘It’s relentless. I’m used to the hard work and intellectual challenge of these roles, but this job is exhausting me at a different level. It’s like going to the gym for years doing only leg exercises and suddenly someone has asked me to do some pull-ups. I’m using a whole new set of muscles that either didn’t exist before or have not been used for a long time. I’d describe it as an emotional and spiritual drain. Don’t get me wrong, I’m not religious, but at times, this organization feels more like a church than a workplace. I’m expected to provide pastoral care to the team way beyond what was expected of me in previous roles. Every day, I am involved in the dramas of people’s lives and they feel I am here to support them through that. Also, I feel isolated. I can’t go to the trustees to talk about some of the issues I face because I fear it would reflect badly upon me or undermine their confidence in my leadership. My partner is sick of me bringing work issues home and agonizing over the latest twists and turns on the weekends. Quite frankly, I am not sure how long I can keep this up.’

Alisa fell silent, her eyes glazed over and she looked intently out of the window. Ajit held the silence as the emotion poured out of his client. He had learnt that giving his clients space to sit with difficult emotions was cathartic, rather than rushing in to sympathize or offer help. After some time, he asked Alisa, ‘Where do you want to go from here?’ ‘I’m not sure,’ replied Alisa, ‘I was reading what you wrote about motivation, resilience and spiritual well-being. I feel aspects of

all three are under pressure for me now. I'm losing motivation, which is affecting my performance in the role. I'm slowly getting worn down and I am struggling to bounce back from each challenge. I have been keeping a motivation log for the past couple of weeks and that has been an interesting exercise. Surprisingly, I've learnt that my dog is vital to my motivation. On the days that I take her for a walk, it seems to boost my motivation by one or two points on my score out of 10. I never realized this was one of my "five-a-day" before, so I'm making sure that I make it a "must have" habit rather than a "nice to have" that I do if I have some spare time and energy.

'Regarding my resilience, I've worked with the 12 tips for bouncing back and there was one issue that it really helped me to deal with. I was sent a letter from my previous employer threatening legal action for breaches of my contractual agreement. The allegations are completely spurious, but no one likes to be threatened with legal action. It has given me a few sleepless nights wondering how to respond. Of the 12 tips, I found two particularly helpful. The first was under the heading "Stop" and you called it "Taking some time out". I took a day off and just did a few things I used to love when I was younger. It sounds silly, but I love travelling on trains and I took a steam train trip with my Mum. We had such a lovely time and I felt it helped me put the legal letter in perspective. We didn't talk about the issue specifically, but at one point my Mum just said out of the blue, "You're a good 'un, Alisa" and that throwaway comment lifted my spirits in a way that it might be hard for you to imagine.'

'That's great, Alisa,' said Ajit. 'Sometimes we all must treat ourselves and do something that tends to our own needs. When we take a time out, we send a message to ourselves that we will not endlessly self-sacrifice in service to the purpose, but we can also prioritize our own needs, whether intellectual, emotional or spiritual. What was the other tip that worked for you?' 'It was the tip under the "Sort your Tactics" heading that says, "Sometimes you have to push back to stay in integrity". I'm not an aggressive person, but I know the difference between right and wrong. This tip encouraged me to engage my own legal support and, even though it wasn't cheap, I got some good advice that gave me the confidence to refute the allegations. It sounds

like common sense, but it would have been easy to ignore the communication and hope it would go away, but then I'm just allowing myself to become a punch bag, which doesn't feel like purpose-driven leadership to me.'

'How about the final aspect of the *IN* of purpose-driven leadership, Alisa, spiritual well-being. How has that been working for you?' 'When I first saw those words "spiritual well-being", Ajit, I must admit I rolled my eyes because I've read some wacko stuff in my time and I was worried you were going to lose me. However, when you linked spiritual well-being to community that made me think. I've never been a natural networker, so I instinctively recoil from all the feedback I received over the years that suggested I should build a stronger external network in the industry. It always felt so transactional and superficial and the last thing that I would associate with spiritual well-being.

'You reframed it for me and I remembered years back when I was first working in the financial services sector, there was a group of us who graduated at the same time and we used to meet up for drinks and the like. We all worked in the same industry but were not in the same team, so we could talk about work stuff without worrying whether it would get back to others in the office. At the time, I thought it was fun, but there was also a feeling of us all being in it together, which I guess I took for granted. We've all drifted apart, and I miss having a third community, not work or family, that would give me another perspective on my challenges. I still don't fully understand why this is a spiritual need and not something more practical. Can you help me with that?'

Ajit stood up and started to draw on the flip chart. He wrote three words, 'I am from...' and then offered the pen to Alisa. 'Where are you from, Alisa?' She smiled and replied, 'Is this one of your little tricks, Ajit? What do you mean "where am I from?"' Ajit again held out the pen to Alisa and said, 'No tricks. Where are you from?' Cautiously, Alisa took the pen and walked up to the flip chart. She paused some more and then wrote, 'I am from Kyiv. I am from Natalia and Rohan. I am from lazy days in Crimea. I am from the Russian

Orthodox church. I am from a crazy childhood in and out of hospital. I am from failed exams and fleeing my country.'

At this point, Alisa stopped writing, sat and sipped her water. She had tears in her eyes as she stood up again and continued writing, 'I am from those who didn't know how to give up. I am from those who wanted more for our children. I am from those who will never flee again. I am from those who found a new home. I am Alisa. I am from Ukraine.' At this, Alisa sat down and sobbed quietly. Ajit was fighting back the tears himself as he said, 'Yes, Alisa, that is where you are from. That is where you are all from, the members of that tribe and that community. That is something bigger than you. It stretches back and it reaches forward at the same time. You never talk about it, but you carry it around with you every day, just below the surface of all that you call urgent and important. It has the power to move you deeply. Can you imagine being in a community of leaders sharing where they were from like you have just done? Would that be a spiritual experience?'

Alisa had been listening intently. 'Ok. I get it. A spiritual experience is not about attending a church, mosque or synagogue. It is not a building. It is the people in the building who all know where they are from and have a vision of where they are going. It is people who laugh together and cry together. It is a community in which you temporarily lose your sense of individual identity and get swept up in something that feels like it has a mind of its own. That's cool. I haven't felt like that for a long time.' 'That's it,' confirmed Ajit, 'I could describe a community but it is better that you feel it, because only then will you believe in it and know why it is different from a network or a team. I believe in the value of individual coaching sessions like this one but, in my experience, building peer groups of like-minded leaders who work together with expert facilitation is by far the most powerful vehicle for leadership development. Having said that, community doesn't have to be work-based. What community are you already part of that could nourish your spiritual well-being?'

'I was just thinking about that. I help out with my local scout brigade and I started that voluntary role to support my son, Evan,

who is a scout. He loves it, and the more I have got involved, I must admit there's something about the scouting community that really lifts your spirits. We have the uniforms and the badges and mottos, which I used to think were old-fashioned, but I notice it helps Evan relax because he feels that everyone is all in it together. And then the annual camp is an amazing experience. Last year, we had thousands of scouts from around the world descend on the local village. It was quite a sight when they all paraded together. Maybe I could give more to the scouts? I don't want to be a scout leader because I do that in my day job, but simply turning up and supporting behind the scenes would be fine. It would take me out of the GoZero world and refresh me. How does that sound?' 'Now, there's a plan, Alisa. I like it,' summarized Ajit. 'Keep using the motivation log, working the 12 resilience tips and spending more time in community. That's the key to the *IN* of purpose-driven leadership. Let's wrap it up there and maybe next time we can focus on the *OUT* aspects of the third dimension?'

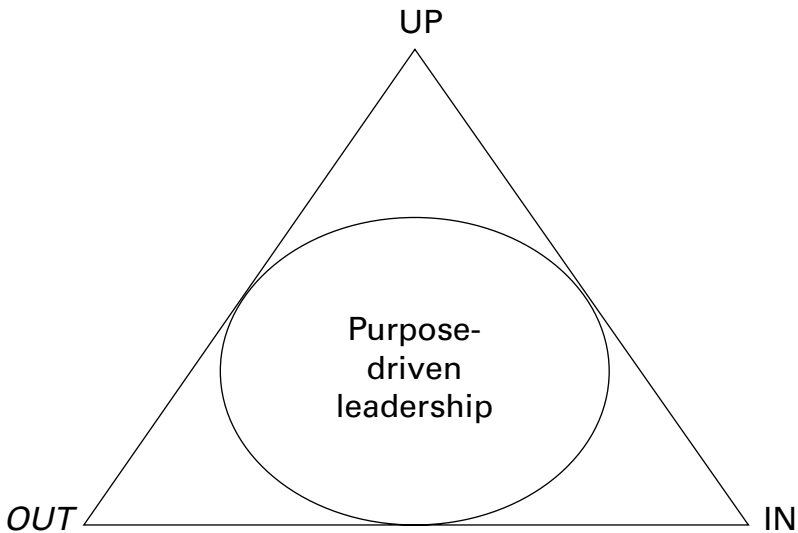
Notes

- 1 Blakey, J (2015) Resilience: 12 tips for bouncing back, The Trusted Executive, <https://trustedexecutive.com/resilience-12-tips-for-bouncing-back/> (archived at <https://perma.cc/F8G5-CEEV>)
- 2 Covey, S R (1989) *The 7 Habits of Highly Effective People*, Simon & Schuster
- 3 Bell, R (2023) A Proper Level of Woo, <https://robbell.com/podcast-episode/a-proper-level-of-woo/> (archived at <https://perma.cc/6D53-G2WK>)

5

The *OUT* of purpose-driven leadership

FIGURE 5.1 The three dimensions of purpose-driven leadership: *OUT*



In this chapter we will focus on the *OUT* of purpose-driven leadership – building positive and fulfilling relationships with all the people whose commitment you need. The commitment of others supercharges the momentum and pace with which the purpose can be achieved. That commitment also makes the purpose-driven leader's role sustainable and enjoyable. When your followers lift you up rather than pull you down, you know something special is

happening. The mission is going beyond you. You feel a surge in the team's pace, creativity and impact.

In talking about building high-performing teams, many leadership books, including my last book, *The Trusted Executive*,¹ adopt what academics would call a normative approach. By this we mean we talk about what leaders should do in the ideal world rather than what they actually do in today's imperfect reality. Whilst this approach creates aspiration and inspires leaders to take the next step, it also risks creating a 'make-believe' world of leadership that fuels catchy social media posts but is far removed from the reality that most leaders experience. In recent years, leaders have faced multiple circumstances beyond their immediate control. I believe they are tired of whimsy solutions peddled by those who bullishly promise instant release from every leadership woe.

Leadership has been particularly tough in recent times and we examined these factors in Chapter 2. Hence, when looking at the *OUT* of purpose-driven leadership, I will focus on the imperfect reality of imperfect people working together to achieve a challenging mission. In this imperfection, well-meaning colleagues will let you down; exhausted team members will be tempted to take regrettable shortcuts and ego-driven partners will not walk the talk of their values. You will also fall foul of the same missteps in your dealings with others. Imperfection is a two-way street. For these reasons, the *OUT* of purpose-driven leadership focuses on how you forgive individuals for their imperfections, how you protect the team and the purpose from the impact of these imperfections (including your own), and how you become a beacon of hope that reassures others that, despite the troubles of the day, everything will be alright in the end.

Purpose-driven leaders who master these skills will not magically have a problem-free life, but they will find that they build teams where everyone finds a way to live with each other's faults without jeopardizing their purpose along the way. Of all the three dimensions of purpose-driven leadership, the *OUT* is where most progress will need to be made. As traditional command and control structures buckle under the pressure of modern-day needs and expectations, purpose-driven organizations must set the example of how teamwork

can happen so as to balance the needs of customers, staff and purpose. Given this context, let us start by exploring a word not often encountered in business textbooks: forgiveness.

Forgive the individual

I remember the first time I heard the story of Corrie ten Boom. It brought tears to my eyes and it shocked me to the core. Corrie and her Dutch family helped over 800 Jews escape from the Nazis in the World War II by hiding them in their home. Eventually, they were caught by the Gestapo and sent to Ravensbrück concentration camp in northern Germany. Corrie later wrote of her experiences in her book, *The Hiding Place*.² Whilst in the camp at Ravensbrück, Corrie's older sister, Betsie, died and 12 days later, due to a clerical error, Corrie was released. Shortly after her release, all the women in her age group at the camp were sent to the gas chamber. It seemed she had been destined to survive.

In 1946, Corrie came face-to-face with one of her former Nazi camp guards. The guard approached her at an event where Corrie had been speaking and said, 'Don't you know me?' Corrie recognized him as one of the guards who had been particularly cruel to her dead sister. Before she could reply, the guard pleaded with her, 'Fraulein ten Boom, will you forgive me?' In her book, Corrie says she could not forgive the guard, she could only hate him. However, when Corrie had this thought, she also realized that not forgiving the guard meant not being forgiven herself for all the wrongs she had done in her own life. With the help of her personal faith, Corrie found a way to make her love stronger than her hate. At that moment, she said she felt free and reached out to the former guard, saying, 'Brother, give me your hand. I forgive you.'

What Corrie ten Boom did with that act of forgiveness shocks me. How is it possible that anyone could forgive someone who had murdered many innocent cellmates, including her own sister, whom she dearly loved? And even if you could find a way to forgive, why would you want to do that? Why would you want to let that guard

off the hook of your judgment? Maybe a clue to that motivation lies in the phrase, ‘not forgiving someone is like drinking poison yourself and expecting the other person to die’. When Corrie said she felt free having forgiven the guard, she meant she was free of her need for revenge and justice. That is the reward for exercising forgiveness. You stop drinking the poison. You are free. In freeing yourself, you also free others and, importantly, you give yourself forgiveness for all the mistakes you have made and will continue to make. So, forgiveness can quickly go from being something you will never contemplate because it lets people off the hook to something that you always will do because it lets you off your own hook – the hook on which you will otherwise create a lifetime of cynicism and bitterness. Maybe this gives you a glimpse of the motivation for forgiving others, though it still leaves the question of how we do forgiveness in practice.

Bringing this into the workplace, there will have been times when you have demonized your colleagues for their misdemeanours and poor choices. Have you drafted emails to them that you never sent because you were telling them what you really thought about them? Have you had sleepless nights obsessing over those thoughtless words that someone said to you on a Zoom call when it was obvious to everyone that you were struggling and in need of support? I’m asking these questions because this is what we all do when left to our own devices. We ruminate. We plot and scheme. We get our own back. Even more so in this world where we feel entitled to our harsh opinions and can express them on social media without those we hurt sitting in front of us and catching our guilty eye. Our detached and remote workplaces are breeding grounds for paranoia, judgement and alienation. In this context, what hope have we got of building a great team without developing our ability to forgive?

I have noticed that some people seem to be able to forgive others instinctively. I envy them that ability because I don’t have that knack myself. I have had to learn forgiveness the hard way. I suspect many other leaders need to do the same. The greatest feat of forgiveness I witnessed with my coaching clients occurred some years ago with a high-profile national sports coach. This leader was in the press daily as the team prepared for a global tournament. My client was giving

the cause 110 per cent. I personally witnessed how they self-sacrificed to protect the team and the mission. These self-sacrifices were not public knowledge and then, when results faltered, my client was sacked, with the news reaching the media before it reached him. The process was cruel. My client later told me that it took him a year to recover from the experience. Still, in that time he acted with inspiring grace, never once being tempted into sharing a bad word about anyone involved or gossiping about the unprofessional circumstances. Some describe such behaviour as naive and idealistic. All I can say is that I found such grace under fire hugely inspiring because it is rare to find such humility in successful leaders. I frequently reflect on this client's act of forgiveness as I face my own twists and turns of fate that tempt me to react defensively or with self-righteousness.

Another example of forgiveness is featured in the film *Oppenheimer*, where the brilliant scientist is being ruthlessly hounded in a kangaroo court set up to strip him of his security clearance after the war. Oppenheimer's wife, Kitty, pleads with him, saying, 'I don't understand why you won't fight'. Exasperated, she witnesses her husband shaking the hand of one of his chief detractors and she cries, 'You shook his f-ing hand. I would've spit in his face'. Kitty is focused on winning the battle by fighting back, whereas Oppenheimer is focused on winning the war by forgiving those around him to let history judge his underlying character. After all, Oppenheimer knew he would always be remembered as the father of the atomic bomb and he wondered if he would ever be forgiven for unleashing such weaponry on humanity.

Becoming a champion of forgiveness

By now, I hope you are sufficiently intrigued by the concept of forgiveness to experiment with practising it. I'd love to say I have researched forgiveness for six years and can share with you the winning formula; this was the case when I wrote my last book on trust and shared the nine habits of trustworthy leadership. However, this is a different book with a background based on real-life experience, not academic study. What I can share with you are those things that have worked

for me and my clients. From the experience, I conclude that mastering forgiveness involves three steps:

- Suffer rather than retaliate
- Ask for help
- Let go

First, in mastering forgiveness you have to be prepared to suffer rather than retaliate. You must be ready to override your instinctive reaction to pain by not ‘pulling your hand out of the fire’, but keeping it there, trusting that the flames are not real. You can develop your pain threshold by not reacting to the hurt but accepting it and waiting for it to pass. In practice, this means withdrawing from the situation to wrestle with your own demons. Often, this will involve a sleepless night (or two), but in my experience, the pain always passes by the third day. After three days of suffering, the pain of 90 per cent of problems will dissolve. At this point, you have gained a most crucial victory; you have gained a sense of perspective. In many ways, this stage is the common-sense advice of ‘counting to 10’ before reacting, only I would advise counting to 100 and then counting to 1,000 and then 10,000. The more you count, the more the suffering will take hold of you and eventually pass right through you. As the Daoist saying goes, ‘A raging wind cannot blow all morning nor a sudden rainstorm last all day’.³ This too will pass if I stand still and keep breathing.

Often in this phase of suffering, I will do some self-coaching using the ‘trackdown’ exercise that I will share with you in Chapter 6. This is where we look at practical activities to support each dimension of purpose-driven leadership. Over the years, I must have completed the trackdown exercise hundreds, if not thousands, of times. That’s a lot of suffering, but every time I do it, I build my pain threshold and, therefore, my capacity to forgive. My perspective is that suffering in life is mandatory, but building the capacity to forgive is optional. In the long run, suffering is either a tax you pay to develop your character or a meaningless experience which has the potential to ruin your life. I like to think that there is a purpose in everything and that the

purpose of suffering is to teach us to forgive. As Mohammad Ali said, 'Suffer now and then live the rest of your life as a champion'.⁴

After the suffering phase of forgiveness has passed (which I promise it will), I find I can think rationally because I have gained perspective. The mad ravings of my amygdala reptilian brain no longer consume me. I have regained my capacity to reflect objectively on what has happened. Whatever I do from this point onwards will no longer carry the energy of fear and vengeance. This is already an important step. In the next phase of forgiveness, I find I need to ask for help. This step links to the *IN* of purpose-driven leadership, where I talked about the importance of being in community. Step two of mastering forgiveness involves asking for help from someone in your leadership community. The reason this is necessary is that suffering makes you weak. You may have come out of the immediate 'red mist' of your pain, but you are most likely still half-blind and need to borrow the eyes of someone who is not triggered by the situation in the way you are. After the first phase of suffering, you will now be able to hear their good advice and you will be weak enough that you will still need it. A by-product of asking for advice is that in talking about the challenge, you continue to disassociate from it, which is another way of saying, 'Talking helps, you know'. More time passes. Other stuff happens. More perspective is gained. Slowly, your full resources come back online and your full strength is rebuilt.

In the final stage of this forgiveness cycle, you let go. The letting go moment is like a switch that flicks in your mind. It is the point when your demons give up and say, 'Ok, you've won, but don't think we're not coming back for another go sometime soon'. You feel those demons grudgingly retreat and you think, 'Thank goodness for that. I'm free again'. Now, and only now, are you free to respond in the best way to what has happened. Sometimes, you might decide to do nothing. Sometimes, you do something brave. Sometimes, you talk. Sometimes, you don't. The point at which you let go is the point at which you have forgiven. The point at which you have drunk enough poison. If you're lucky, then, by this time, the other person's demons have retreated as well. However, this is not always the case, which is why forgiveness does not always mean letting someone else have

their own way. It can still mean the need for tough conversations and difficult decisions, but these are no longer contaminated with the distortions arising from your own anger and hurt.

After this conversation about forgiveness, your head might be spinning. That is because I am challenging you to work muscles you might not have worked for some time. So be gentle with yourself. Let it sink in and, most importantly, try it out. When this works, you will have found a path down which there are many treasures. In the *OUT* of purpose-driven leadership, forgiveness is the oil that allows the team's gears to click smoothly into position as the engine gets fully up to speed. It prevents minor irritations from becoming major confrontations. Yes, of course, you must swallow your pride and everybody misses the adrenaline rush from flying off the handle at the smallest of things, but there is enough drama in the purpose-driven world without you needing to settle daily scores with imaginary foes. Having learnt how to forgive the individual, we are now ready to practise the parallel activity of protecting the team and the purpose.

Protect the team (and the purpose)

Some of you may have watched the Netflix series *The Crown* – the recent story of the royal family in the UK. In one of my favourite episodes, a young Queen Elizabeth II becomes enthralled by the late US evangelist Billy Graham whilst he is on a tour of the UK in 1956. The tour coincides with a family drama as the dethroned King Edward VI attempts to return to the UK from France. The Queen finds herself torn between forgiving her uncle, the abdicated King, and her loyalties to the country he betrayed. Seeking wisdom, she invites Billy Graham to a private meeting and asks him, 'Are there any circumstances where one can be a good Christian and yet not forgive?' Mr Graham politely yet clearly reminds the Queen that 'Christian teaching is very clear that no one is beneath forgiveness'. However, she remains unconvinced. This is a question you may also be asking yourself after reading the previous section. 'Are there any circumstances where a purpose-driven leader does not forgive?' Does

forgiving the individual mean letting people do what they want, when and how they want, regardless of the impact on you, the purpose or the wider team? To answer these questions, consider the following quote from a writer who was reflecting on the Queen's dilemma:

Forgiveness does not mean that we let the fox back into the chicken coop. That would be cruel to both the fox and the chickens, and the farmer who has to clean up the mess. Forgiveness may not always look like we think it should, with everyone hugging and getting what they want. Sometimes forgiveness can also come with some serious heartbreak and firm boundaries, as it did with the Queen and her uncle.⁵

For the Queen, the forgiveness of her uncle happened in her heart, whilst in her head she enforced a firm boundary not to let him re-enter the country. She didn't let the fox back into the chicken coop, but she could still love her uncle and forgive him for his mistakes and weaknesses. We must remember that forgiving someone does not mean that we turn a blind eye to behaviours that are causing mental or physical harm to the wider team, or undermining progress towards the purpose to which we are in service.

Those who commit themselves to serve a higher purpose (*UP*) must be prepared to protect the team from those who, for whatever reason, are willing to sacrifice the purpose in pursuit of their own needs (*OUT*). In practice, this is typically the case when someone becomes so focused on their needs at lower levels of Maslow's hierarchy that their behaviour undermines the integrity of the wider team culture. An example might be that someone in the team has acute financial needs which tempt them into dishonesty, or someone may be suffering from a lack of belonging because they feel overlooked or excluded. It may be that someone is seeking the recognition and esteem of being 'the boss' and is driven to control or manipulate others to satisfy this need. In all these circumstances, the purpose-driven leader can forgive the individual, yet they also need to protect the team and the purpose. Purpose-driven leaders are full of grace to forgive and yet brave to safeguard and protect. Sometimes we must all make the courageous choice to say 'no' while simultaneously

putting a metaphorical arm around the shoulder to console and support. Likewise, someone may one day need to say 'no' to us and we hope that, when this happens, it is done with care, compassion and respect.

If purpose-driven leaders do not protect the team and the purpose at the right moment then the culture is no longer psychologically safe. The integrity of the purpose is compromised and, in the moral vacuum that is then created, bad stuff happens. This is not as big a risk in a profit-driven organization because no moral high ground is claimed in the first place. However, the moment the moral high ground is sought is also the moment when the rules of engagement in the organization must change. Your followers have committed to the purpose beyond the transactional level of ego; they are now emotionally and spiritually involved. It reminds me of the old joke about the difference between the pig and the hen in a traditional English cooked breakfast. The hen (egg) is involved, but the pig (bacon) is committed. In a profit-driven organization, the staff are involved. In a purpose-driven organization, the staff are committed. This changes the psychological contract between leader and follower. On the one hand, this is a tremendous asset and, on the other, feelings of betrayal will be much deeper if you don't protect committed staff in their moment of need.

Becoming a champion of protection

So how do we protect the team and the purpose? Unlike forgiveness, which can be applied in stages, protection is a one-off act that typically involves saying one word – 'no'. A door lock protects a home by refusing access to those who do not have a key. When a burglar alarm sounds, it does not start quietly and then gradually get louder. It says 'No – thou shalt not pass'. When we protect our skins with sun block, it acts as a permanent barrier that must be renewed periodically to maintain its strength. It says no. Protection is not a half-measure. It is a solid line in the sand. Significant consequences arise from crossing that line.

I was once working with a client who was facing a dilemma. They were operating in a family business and had to choose between which of two family members, a cousin or a niece, would be promoted. Both were highly loyal. Both were competent. Both applied for the same position and the interview panel decided that the cousin should be appointed. The niece was apoplectic. She stormed into my client's office (her uncle) and launched into an angry tirade. She demanded to be appointed to the role and said that if the decision were not overturned, she would resign and never speak to her uncle again. What was the response of my client to his niece? You guessed it. No. No. No. He was not prepared to compromise upon the integrity of the company's culture in response to pressure and threats. Protection is as simple and as difficult as that.

There is a saying that 'it is easy to say no when you have a deeper yes'. That deeper yes is often your purpose (*UP*), though it might also be your own well-being (*IN*) or the well-being of the team (*OUT*). Without being aware of the deeper yes and being willing to make a stand for it then boundaries are crossed. Once lines have been crossed, chaos follows close behind. Worse than this, chaos quickly becomes cover for poor behaviour. We often read press headlines of the latest scandal, shake our heads in disbelief and mutter, 'Why didn't somebody do anything to stop this?' Why didn't someone just say no?

We live in a time when it is more difficult than ever to say no. The post-modern world doesn't do rules and boundaries, it does freedom and entitlement. It does freedom of speech 'as long as it suits me'. It does 'This is who I am and what are you going to do about it?' In such a climate, the purpose-driven leader needs to be brave to swim against the tide. It helps you to be brave if you are not isolated. In a business or organizational environment, this is where a strong board or team of trustees is vital. When I launched my latest not-for-profit business, I surrounded myself with wise and experienced advisors. Some of these were NEDs, some formed part of our advisory board and others were personal mentors I had worked with previously. I recall many conversations with my NEDs where I would slowly and painfully download my latest dilemma of the day, only to hear the

blunt advice, ‘John, it’s a no-brainer. Just do it’. I would reply, ‘Thank you. That’s all I needed to hear’. And it was. I simply needed my backbone strengthening a little and then I could go back to my day job and say ‘no, no, no’.

Having forgiven the individual and protected the team, what else is left for the leader to do in the *OUT* of purpose-driven leadership? Forgiving and protecting is heavy-duty work. It can drain you, so thankfully, *OUT*’s third component is energizing and fun. Your job as a purpose-driven leader is to become a beacon of hope.

Becoming a beacon of hope

In Chapter 2, I highlighted a hopelessness in the current leadership landscape. The Industrial-Age dream of the never-ending upward path to Utopia, fuelled by science and technology, has been shattered. It could not save us from a pandemic, or another war in Europe, or the mental health crisis. We fear it won’t be able to save us from climate change, artificial intelligence or nuclear Armageddon. This hopelessness infiltrates our workplace. Given this backdrop, the purpose-driven leader needs to become a beacon of hope to all their followers. Interestingly, the hope you are providing is not the ‘sunny uplands’ hope that previously inspired the ambitious three-year plan; it’s the ‘everything’s going to be alright in the end’ hope that reassures those with deep-rooted anxiety. A credible hope does not promise a trouble-free world, it promises that when the trouble comes, we will be strong enough together to get through in one piece.

When the war in Ukraine broke out in 2022, my wife and I felt compelled to register for the Homes for Ukraine scheme. We wanted to give hope to the hopeless. After agonizing bureaucracy, our family finally arrived from Ukraine. Shattered from their experience of war, they thought they were coming to a dreamland called the UK. Yes, we were able to provide immediate safety at the basic level of Maslow’s hierarchy, but it soon became apparent that other needs, such as healthcare and schooling for the special needs of their child, would involve shocking delays, mistakes and carelessness. Feeling helpless,

we watched the hope drain from them daily, but we also noticed a determined survival instinct that convinced us, and them, that eventually ‘it would be ok’. Not that it would be great, but ‘it would be ok’.

In turn, they became a beacon of hope to my wife and I because their resilience and resourcefulness in the face of adversity was awe-inspiring. Where did this hope come from? It was a hope born of desperation. A hope born of necessity. The type of hope that many of us have forgotten exists. As I got involved in their journey, I realized that hope is not a distant concept involving the future; hope is an immediate energy available in the present. As a purpose-driven leader, your followers will endure trials and tribulations. Some of these will be personal. Some will have to do with organizational crises and setbacks. And some will be world-shaking events like pandemics and wars. As they grapple with the impact of events outside of their control, they will look to you for hope. But remember, they are not looking for idle promises and fairy tales, they want to look in your eyes and believe that you think it is all going to be alright in the end.

A hope like this is contagious. That is why I talk of becoming a beacon of hope. A beacon shines intensely and its light reaches far and wide. It becomes a reference point for others seeking respite from repeated disappointments. Yes, a positive vision of the future can generate hope if it is credible, as can ambitious goals and well-crafted plans, but often these lofty aspirations assume a ‘business as usual’ starting point and few of us feel like we have been living in such times in recent years. Our obsession with creating a rosier future as a source of hope may need to shift to building hope from the past and the present. Building hope from the past involves more frequent and heartfelt celebration of what we have already overcome and achieved. As Michael Canic, author of *Ruthless Consistency*, is fond of saying, ‘Nobody ever got to the end of their career and concluded that they celebrated too much’.⁶

One of our own team at The Trusted Executive suggested that we have a bi-monthly ‘Celebration and Recognition’ Zoom call at which everybody would share what they were proud of and what they had appreciated in others in the previous period. Initially, I was sceptical

about this idea. I was wary of endless backslapping and feared it would breed complacency. However, this meeting, which only took 30 minutes, was a boon for our team. As people shared their positive feedback, the feeling it generated was more than a superficial feel-good factor; it created a sense of hope. The hope we felt at the end of those meetings was that we were working with people who cared about and valued each other. It created confidence that we could handle our various problems and challenges because we were a team, not a random collection of talented but isolated individuals.

Building hope in the present is also a specific skill. Humour is a fabulous tool for creating hope because humour lightens the load. It is often said that humour is the best medicine and what is the ailment that it cures? It cures being miserable and hopeless. Some people earn a place at the top table simply because they are people of good humour. These people make you laugh in a pleasant and inoffensive way. Often, they are people who live their lives lightly, which helps those around them do the same; it gives them hope. They might not always be the most intelligent or productive, but their good humour can put you at ease without you knowing it.

I am so intense and driven at work that it is sometimes difficult for me to be a person of good humour. I can take myself (and others) far too seriously. I even take purpose-driven leadership too seriously. One Monday morning, after I had been haranguing the team all week on my latest hobby horse, one of my bolder colleagues suddenly said, 'John, why don't you just f-in chill out?' The remark caught me off guard and I laughed. It immediately burst the bubble of tension I was creating in the meeting. In that moment, I was not generating hope in the team and it took a brave colleague to wake me up to that reality.

Of course, it is understandable that we purpose-driven leaders take our work seriously. After all, we care about the mission and we are passionate about getting from A to B. The fact that we take the work seriously is what motivates us to forgive the individual and protect the team. Still, we must also know the point at which our intensity can burn a hole in the motivation and commitment of those around us. Typically, that is when you notice people behaving strangely when

you show up. You're tempted to think they need to chill out a bit themselves, but then you realize that all the people around you seem to be suffering from the same problem. Maybe the common denominator is you? The day you find yourself moaning about everyone on the team is most likely the day you stopped being a beacon of hope.

The other powerful tool for building hope in the present is kindness. In my previous book, I talked about the power of random acts of kindness and tiny noticeable things (TNTs) in building trust, but I never linked their power to the idea of hope.⁷ Showing kindness in the present builds hope because when you show kindness, you remind people, including yourself, that kindness exists. And if kindness exists now, it may also exist in the future. Maybe the future will be kind, not cruel? And if the future were kind, then we would clearly not destroy the planet and we would find positive uses for AI that outweigh its destructive possibilities. If kindness exists, then the probability that everything will be alright in the end is much higher. But I can only entertain these thoughts if I know that kindness is real. So, however small, every act of kindness proves to both the giver and the receiver that we humans are capable of selfless acts of care and compassion any time we choose. Kindness is in us. When we let it out, we become beacons of hope and that light shines on us as much as it shines on anyone else because that which you give in the present, you will receive back in the future. Why? Because everything will be alright in the end.

Through these examples, I want you to see that being a hope-builder is not all about creating a vision for the future but also about celebrating the past, whilst having fun and being kind in the present. In this way, we are not mortgaging hope based on some future promise, we are claiming hope now based on the positive reality we have experienced and can experience again. Our efforts focus on reassuring our followers that, though the future is unknown, it will certainly contain both light and dark moments. In the moments of light, we will celebrate and, in the moments of dark, we will still somehow be able to find a new perspective that lightens our load and puts a smile back on our faces.

A leadership fable – coaching the *OUT*

For their next session, since it was focused on the *OUT* of purpose-driven leadership, Ajit had suggested to Alisa that he should come along to one of the Friday leadership team meetings at GoZero to listen first-hand to the team working together. The day of the meeting had arrived and Ajit sat somewhat sheepishly at the back of the GoZero boardroom, whilst Alisa and her colleagues filed into the room. There was a buzz in the room as Alisa brought the group to order and opened the meeting. The agenda proceeded without note until the team reached the point where they were discussing GoZero's net zero targets. 'It's a question of pace,' argued Alisa. 'Achieving net zero is important to all of us, but we also need to take care of other needs, such as helping customers who have been loyal to us over many years.' In the silence that followed, Ajit could feel the tension in the room rise until the chief sustainability officer, Jerome, snapped and said, 'I'm sick of working with dinosaur oil companies. Those guys will never change. The sooner we stop working with them, the better. Quite frankly, their loyalty sucks.' At this point, a couple of team members clapped spontaneously and Ajit heard someone say, 'Too right, Jerome'.

Ajit looked at Alisa and saw the anger. She looked like she was going to explode. To buy herself some time, Alisa reached for her water bottle and had a sip of water before placing it back on the table. Ajit knew she must be counting in her head and waiting to calm down. It can't have been more than 30 seconds before Alisa said, 'Feels like there's some strong feelings bubbling up here'. It was such an unexpected and frank response that Ajit could feel the atmosphere in the room suddenly deflate. Jerome himself couldn't help but smile and said, 'That's probably the understatement of the year'. Switching to coaching mode, Alisa invited others into the discussion: 'What does everyone else think?' There was some nervous shuffling and then some new voices spoke up. 'It's a toughie,' said Helen, the finance director, 'Oil companies represent 25 per cent of our annual income. If we were to lose that business tomorrow, we would have to look at laying off some staff, plus there would be no bonus payments

made this year. Having said that, I agree that having so much dependency on this sector is a reputational risk that has already damaged our ability to recruit talent and attract new partners.’ At this point, Jerome got up and left the room, swinging the door hard on its hinges as he left.

Alisa looked around and saw that some of her colleagues were visibly upset. ‘Ok,’ she said, ‘it’s clear that this is a hugely sensitive issue. Let’s pause the meeting and take a break. We can pick this item up when we are next together and, in the meantime, we can all reflect on the difficult choices we face.’ Alisa’s colleagues trooped out of the room, looking noticeably downcast. After peering into the corridor and double-checking that they were now alone, Alisa let out a muted scream, grabbed her head with both hands and said, ‘I could have strangled him. We had agreed before the meeting that we were not going to discuss the oil companies issue today and then he ambushes me in front of the whole team. It’s outrageous.’

Ajit had been in many similar situations in his career, so he knew Alisa needed time and space. She was triggered, and it would take some time for the emotions to subside. ‘Let’s not work on this now, Alisa. Take some time out. Remember what I said about it being better to suffer rather than retaliate. You handled the situation brilliantly in the moment and now it is time to step back and lick your wounds. Be gentle with yourself, take the weekend and let’s meet again on Monday if you have a spare slot.’ Alisa agreed, but as Ajit said goodbye and was leaving the room, he was sure he heard Alisa say again, ‘I could have strangled him’.

Monday came. Ajit and Alisa had agreed to meet off-site. Ajit wasn’t sure how he would find his client, but was reassured when her opening comment was, ‘Well, that meeting was a proper shitshow, wasn’t it?’ Her sense of humour had returned, at least to a degree. ‘I didn’t sleep much on Friday night,’ she continued. ‘I didn’t sleep much on Saturday night either. On Sunday morning, I wrote an email to Jerome telling him, in no uncertain terms, what I thought about him. One hour after writing it, I deleted it and then went for a long walk. I slept better last night and when I woke this morning, I was starting to feel normal again.’ ‘Well done, Alisa. Suffer now and live the rest

of your life as a champion,' summarized Ajit. 'It's not pleasant, but the alternative is to project your anger onto others and that will only be a temporary solution. Suffering develops your character. Every time you feel that emotion and don't act on it, you weaken its power to control you. Eventually, that leads to freedom. But it takes a long time, sometimes a lifetime.' 'Oh great,' cried Alisa sarcastically, 'I've only got 50 years to go then. Still, I feel I am done with the suffering for this incident. Remind me, what comes next in the process of forgiving Jerome?'

'Ask for help,' replied Ajit. 'For example, how can I best help you?' Alisa thought and said, 'How do I please everybody? How do I achieve net zero tomorrow, keep oil companies as our clients, not lay anyone off, pay big bonuses to all the staff and not collapse from the stress of it all?' 'I think you've answered your own question, Alisa. You can't please everyone. You will have to say no to someone or something. Remember what I said about it being easier to say no if you've got a deeper yes. My understanding of the deeper yes at GoZero is that your purpose is to help the world achieve net zero by 2050. That is your true north. I remember you saying to me once that there is only one thing worse than being a disappointment to your parents, which is being a disappointment to your grandchildren. If your grandchildren were with you now, what would they say to you about this decision?' 'If you put it that way,' replied Alisa, 'I know what they would be saying. They would agree with Jerome. They would say that, in five years' time, no one will remember the staff layoffs or the lack of bonuses, but they will remember those leaders and those companies who took brave, self-sacrificial decisions to stand up for their principles when the world was under the grave threat of climate change.'

Ajit asked, 'Is this a time to say no to protect the purpose, Alisa?' 'Possibly... probably...', pondered Alisa, 'but then I would have to agree with Jerome and it looks like I am a weak leader who has just caved in to the loudest person in the room.' 'Not necessarily,' countered Ajit. 'It depends on how you handle things from here. What would be a way of forgiving Jerome whilst simultaneously protecting

the team and the purpose?’ ‘Well, I protect the purpose by ending our relationship with the oil companies, but I protect the team by doing that in a phased manner over 12 months. I can forgive Jerome now that I have calmed down and gained some perspective, but I need him and the team to know that Jerome’s behaviour in agreeing one thing before the meeting and doing another in the meeting itself is not acceptable. We need to be able to honour our promises as a team, otherwise we will destroy the trust we have all worked hard to build between us.’

‘It’s all very heavy though, isn’t it, Ajit? Whatever happened to coming to work to have some fun?’ ‘Ok, let’s add that to the mix,’ challenged Ajit. ‘How could you do all of the above and still leave everyone with a smile on their faces, including Jerome?’ For a moment, Alisa looked stumped. She twirled the spoon in her coffee and disappeared into deep thought. ‘Ah!’ she cried, ‘I know. We’ve got the industry awards dinner coming up. GoZero is shortlisted in three categories. It’s a black-tie affair in a plush London hotel. I’ve been trying to work out if I can justify taking all the leadership team and giving them a night out together. It’s an opportunity for us all to reconnect with the bigger picture and celebrate in our community. Given these recent stresses, it will be exactly what we all need and, to show that I have forgiven Jerome, I will ask him to pick up any award we win and say a few words as our chief sustainability officer. He will love that.’ Ajit burst into a smile. ‘There is the win-win. Well done. I can just imagine you all together at the dinner shining like a beacon of hope in your community amongst others who are a beacon of hope to you. They’re all struggling with the same dilemmas and tensions, you know? This is such difficult work but the prize is a big one. You know what I’m going to say now, don’t you, Alisa?’ ‘Yes, I do,’ declared Alisa. ‘Everything will be alright in the end. If it is not alright, it’s not yet the end.’

Notes

- 1** Blakey, J (2015) Resilience: 12 tips for bouncing back, The Trusted Executive, <https://trustedexecutive.com/resilience-12-tips-for-bouncing-back/> (archived at <https://perma.cc/F8G5-CEEV>)
- 2** Ten Boom, C, Sherrill, E and Sherrill, J (2006) *The Hiding Place*, Chosen Books
- 3** The Great Integrity: Tao Te Ching (nd) <https://taointegrity.blogspot.com/2006/06/verse-23-sincerity.html> (archived at <https://perma.cc/X9GD-4HVM>)
- 4** Goodreads, Muhammad Ali quotes, www.goodreads.com/quotes/72164-i-hated-every-minute-of-training-but-i-said-don-t (archived at <https://perma.cc/J95M-E7EK>)
- 5** Willard, C (2018) *The Crown*, Season 2: Reconciliation and Her Majesty, Mockingbird, <https://mbird.com/religion/prayer/the-crown-season-2-reconciliation-and-her-majesty/> (archived at <https://perma.cc/PG49-9JKD>)
- 6** Canic, M (2020) *Ruthless Consistency: How committed leaders execute strategy, implement change, and build organizations that win*, McGraw Hill Professional
- 7** Blakey, J (2015) Resilience: 12 tips for bouncing back, The Trusted Executive, <https://trustedexecutive.com/resilience-12-tips-for-bouncing-back/> (archived at <https://perma.cc/F8G5-CEEV>)

The thrival kit

In this chapter, we will summarize and review the three dimensions of purpose-driven leadership and look at daily, weekly and monthly habits that help you implement the model. This book is written for busy, practical leaders who do not have endless time to experiment or reflect and typically have an action-oriented learning style, so I am keen to provide quick and easy steps to move from theory to practice. First, as a recap, let's summarize the leadership context and three-dimensional model we have discussed in the past three chapters.

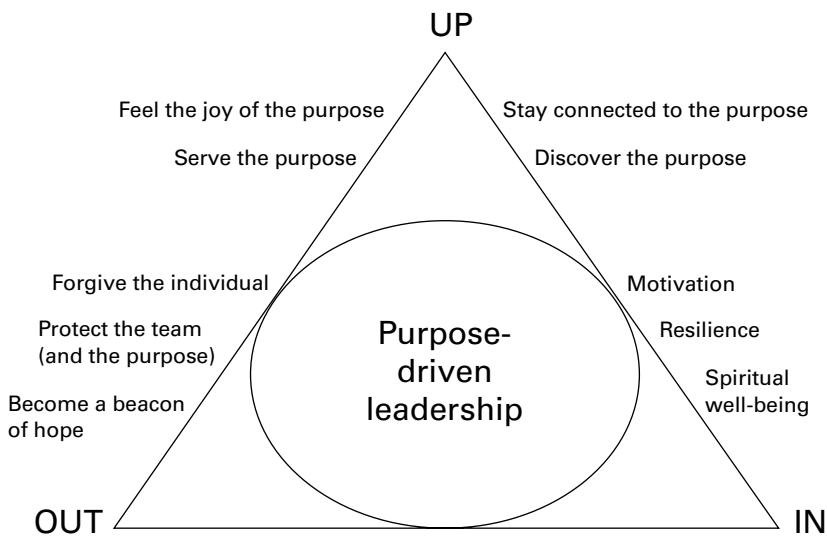
The story so far

Your objective is to thrive, not just survive, as a purpose-driven leader. Aim to become a force for good. We know the leadership landscape has changed and we do not want to be the leadership equivalent of the Choluteca bridge and find that our leadership has become irrelevant and ineffective. We are not leaders who consider purpose-driven leadership as something we might do in the future; it is a mission for today. We are already practising it. We recognize that purpose-driven leadership differs from profit-driven leadership in that it needs new and different skills. We are humble enough to acknowledge that our purpose lives next door to our trauma. Inside us are two wolves – a force for good and a force for bad. Which one wins? The one you feed. Therefore, we must consciously create a diet that nourishes our potential to be a force for good. In this book, we have divided that

diet into three categories, the *UP*, *IN* and *OUT* of purpose-driven leadership:

- *UP* – How do I discover, connect with, serve and feel the joy of my higher calling?
- *IN* – How do I manage my motivation, resilience and spiritual well-being while pursuing my higher calling?
- *OUT* – How do I lead my followers by forgiving the individual, protecting the team (and purpose) and becoming a beacon of hope?

FIGURE 6.1 Summary of the three dimensions



In Chapter 3, the values elicitation exercise was used to identify our intrinsic values and align with our higher purpose. In staying connected with that purpose, there needs to be a regular discipline that keeps you in dialogue with your calling. There are 1,000 waking minutes in each day. In how many of these minutes are we connected with our calling? Later in this chapter, we will review examples of how to use more scarce minutes to achieve this goal. In serving our purpose, we used the words of George Bernard Shaw to inspire us to raise our sights from the lower levels of Maslow's hierarchy and resist

the temptation to be a ‘selfish little clod’. To do that, we must give the purpose a voice and act as its spokesperson when other competing needs fill the agenda. Unfortunately, like the scorpion, we will be reminded regularly that it is in human nature to sting people even when we are ‘halfway across the river’. We understand that, despite our lofty moral ambitions, in serving our purpose, we will still get hurt by the words and actions of our followers. Despite that hurt, we can still choose joy in pursuing our higher calling. We can still choose the joy that is a deep reservoir inside us, which differs from the happiness contingent upon fickle external circumstances. The joy of pursuing our higher calling is both the fuel and the prize of purpose-driven leadership.

In Chapter 4, we shifted our focus to the *IN* of purpose-driven leadership. We learnt to put our oxygen masks on first, understanding that even though our ego might no longer drive us, it still exists and has needs of its own – recognition, belonging and self-esteem. We also have bodies that need nourishing with diet, exercise and rest. And then there is that spiritual dimension of our being, which has its own sources of sustenance. We noticed that our motivation is often neglected even though it is critical to our performance (performance = motivation × ability × opportunity). We thought about Olympic athletes and how they motivate themselves through the daily grind of training to win gold medals and reflected on whether we are using the correct scale to measure our motivation – are we 10/100 rather than 10/10? Are we getting our ‘five-a-day’ energizers that boost those motivation levels? Under the heading of resilience, we discussed giving up – when to do it, when not to, and how to bounce back from the inevitable disappointments by using the ‘12 tips’.¹ Finally, we dipped into the topic of spiritual well-being by reflecting on the importance of community. We noticed that being part of a great community nourishes us differently from being part of a great team. Community involves rituals that bind people together, establish boundaries and codify best practice. Through community, we get a glimpse of oneness.

In Chapter 5, we introduced all the imperfect people you lead. Those who will let you down, make mistakes and be as fallible as you

are. Can we summon even 10 per cent of the forgiveness of Corrie ten Boom to give these people a second chance? And a third chance? Can we avoid becoming cynical and bitter by no longer drinking the poison of our judgement of others? If we can, we will be free, but it will cost us sleepless nights and require us to ask for help and let go. Alongside forgiving the individual, we will protect the team and the purpose by saying 'no'. No. No. No. We will put our arm around the individual with one hand whilst firmly closing the door with the other. How else will the mission, the deeper yes, be achieved? Mentors, coaches and non-executive directors can all help strengthen our backbone in those moments and hold our purpose-driven feet to the fire as critical friends. Thankfully, it is not all heavy lifting in the *OUT* of purpose-driven leadership; we also get to be beacons of hope, which can be energizing and fun. We are not peddling the fairy tale hope of the 'sunny uplands', but the credible, post-modern hope that accepts we live in a troubled world but believes we can deal with all the difficulties, so long as we stick together through celebrating the past and practising good humour and kindness in the present.

I recall working with a purpose-driven leader who used the phrase 'Ten minutes a day, an hour a week, a day a month' when working with this model. It was her way of summarizing a commitment to thrive as a purpose-driven leader by developing a habit-based rhythm of routines, tools and best practices. It is a powerful way of imagining the path. In the rest of this chapter, I will offer you a menu of routines from which you can choose which work best for you. I am calling this the 'thrival kit' to distinguish it from the more familiar survival kit because our goal is to thrive not just survive. The list is not exhaustive but compiled from 20 years of board-level coaching and self-coaching. Over that time, I have found some exercises and tools cropping up regularly in my work because they have delivered the most positive impact. My job is to curate this list so that you don't have to spend 20 years creating your own. That is not to say that there will not be many other tools not listed here that could help you given your unique needs and learning style, so treat this as a 'starter' from which you can develop your own 'thrival kit'. The exercises are organized as 'check-ins', 'check-outs' and 'booster packs'. The first

two categories are hopefully self-explanatory, whilst the third includes tools you can reach for as and when needed more spontaneously. Don't necessarily use all the tools, but experiment with them and pick the ones that work best for you. Also, feel free to modify the tools to suit your specific needs. I have done the same over the years, taking a standard tool and tweaking it through trial and error to evolve the process and keep it fresh.

Daily practice – 10 minutes a day

Morning check-in

PURPOSE CONNECT (UP)

After a night's rest, a new day begins. What is the first thing you do when you wake up? Do you reach for your phone, take a shower or walk the dog? With what do you fill your head in that first waking hour? Whatever it is, the first thing you reach for at the beginning of the day is given primary importance in your life and your thinking. We start making choices. These choices become habits until we have developed our routines and then we can't operate effectively until we have had our first coffee of the day, our first cigarette or our first read of the news. At what point of the day, if at all, do we first check in with our purpose? And what would it look like if we did? If I stopped you in your tracks as you came out of the shower and said, 'Right, we're going to spend five minutes connecting with your purpose', what would you do, other than telling me to get out of your bedroom?

This practice is about giving your purpose five minutes at the start of the day and deciding how you will connect with it. There are many different options. You could listen to a favourite podcast. You could sit quietly and meditate on your purpose. You could write something in your journal. You could connect with someone who shares your purpose over social media and exchange thoughts for the day. A 'purpose connect' is simple enough to repeat every day and yet powerful enough to shape your attitude before you disappear into

the busyness of the to-do list. A five-minute daily check-in is 30 hours of extra purpose time over one year. That's 30 hours that could make a vital difference.

Evening check-out

GRATITUDE JOURNAL (UP)

The evening check-out follows the same principles as the morning check-in. What is the last thing you do before you turn off the light? Read your favourite book, brush your teeth, listen to music? You are about to go to sleep. The last thoughts of the day will slip from your conscious into your subconscious mind to inform your dreams and the mental processing that takes place through the night. What do you want to feed into your subconscious mind as your last thoughts of the day? How about developing an attitude of gratitude by capturing the purpose-led joy you have felt in your waking hours at the end of each day?

I have kept a gratitude journal for over 10 years. I write it down in an app or on paper. It takes the form of a letter. It always starts, 'Dear Purpose...' and it always ends '... Love John'. Between those bookends, I capture the moments of the day where I felt purpose-led joy and express gratitude for them. For example, I might write, 'Thank you for that email I received. Thank you for what so and so said to me. Thank you that I am healthy enough to do this work. Thank you for that pleasant surprise.' I want to pull out these memories and give them attention. I don't want them to disappear too quickly into the background to be replaced by worries, disappointments and concerns. Sometimes I will also ask for help – 'Help me with this challenge I am facing. Help me find more joy in my work. Help me build my community.' I'm talking to my purpose in the same way I talk to my partner, or to myself. Why not? It seems to work.

Booster packs

In between the morning and evening check-ins, consider using any of these booster packs as you navigate the events of the day.

TINY NOTICEABLE THINGS (OUT)

This is also called ‘catching people doing things right’. I remember when my wife and I were bringing up our young boys, the best advice we received was to ‘ignore bad behaviour and praise good behaviour’. To praise good behaviour, we first had to notice it. It is so easy in parenting and leading to be hyper-sensitive to the little things that go wrong and overlook the tiny noticeable things that go right. This practice is about developing a sensitivity to all the things that are going well and pointing them out to yourself and others. Tiny Noticeable Things, or TNTs, happen all the time.² Our job as leaders is to notice them and then share our noticing of them. We can do this in person, over email, over social media or through whatever means feels most comfortable, but our job is never to let the good news go unspoken. By drawing everyone’s attention to the TNTs we become a beacon of hope and counter the cynicism and disappointment filling everyone’s inboxes, newsfeeds and minds. One organization I worked for always sent me a birthday card signed by everyone in the office. I loved that. It made my day. The idea that someone remembered my birthday, organized the card and sent it made me feel like there was someone who cared. It made me feel hopeful. It was a great example of a TNT.

JOYRIDE (UP)

In writing this book, I wanted to create a new daily practice for feeling the joy of purpose. I needed it myself, as I am too easily consumed by disappointment and burdened by responsibility. I find it hard to discover that inner joy even though I know it is there. So, I am experimenting with the NLP mind hack called anchoring.³ Anchoring involves capturing the feeling of joy and tagging it with a physical gesture. You then use the physical gesture to reverse engineer the feeling of joy at another time and in another place. For example, a smile is an anchor. Feelings of humour and happiness trigger a smile, and research demonstrates that smiling activates good feelings in return.⁴ A smile is a two-way street since mind and body are connected. Anchoring makes this connection more conscious.

My joyride trigger is to join my first finger and thumb on my left hand and press them together tightly. I do this when I experience the

joy of my purpose. For example, if I have delivered a keynote speaker session on the topic of one of my books and I hear grateful applause afterwards, I press my first finger and thumb together. Then, the day after, if I experience some disappointment or hurt in pursuing my purpose, I repeat the physical gesture, returning the memory of the applause. With the memory also come the feelings associated with the memory. The more you charge the anchor, the more it will trigger the desired feelings. You can create your own anchors and experiment with which one works best for you. As with all these exercises, experiment with them and then create your own versions if they work better.

SAYING NO (*OUT*)

Have you got your ‘saying no’ radar turned on throughout the day? Are you scanning the horizon for the next opportunity to protect the team and the purpose by saying no to an apparently trivial and innocent request? Or are you mindlessly saying yes and setting up a scenario where the team and the purpose die by a thousand cuts? The best way to tell that you have this balance right is when someone tells you that you are overreacting. For sure, it looks to others like you are overreacting because only you know the bigger picture in which one thing leads to another and another. Only you have your purpose. If you feel guilty after saying no, then that is also a sign that you are being brave to put the needs of the team and the purpose ahead of the needs of the one person standing in front of you. Well done, you!

Weekly practice – one hour a week

Sunday check-in

HONOURING YOUR VALUES (*UP*)

This exercise is one of my favourite practices. I have completed it every Sunday evening for over 15 years. I always look forward to finding some quiet time to open my note app and capture how the

upcoming week will honour each of my values. It takes me no longer than 10 minutes to complete, but it is worth its weight in gold because it helps me align my life with my values. Many of my clients have found it equally transformational. When I open my note app, I see my values listed and I look at my diary and identify how my plans for the week will honour those values. For example, one of my values is courage. If I am due to deliver a keynote speech in the week, this will honour my value of courage because not many things are as terrifying as public speaking. Another of my values is flair. If I am writing a chapter of a new book during the week, then this will honour that value. Interestingly, some activities honour more than one value and then you can work the synergies to your advantage. Speaking and writing honour more than one value for me because they involve courage, flair and sharing (which is also one of my values).

Some months ago, I realized that my value of freedom was being squeezed out of my weekly diary by endless commitments and responsibilities. It helped me understand why I was feeling frustrated at work and I started to make some decisions that freed me up. This exercise works similarly to other practices by making the unconscious conscious. Important things that normally sit at the back of your mind are brought to the front briefly. You will be amazed at how much this influences your decision making and awareness. Can you imagine how much your life might change if the only thing you did after reading this book was complete this one exercise every Sunday night for 15 years? It's compound interest for the soul.

RANDOM ACTS OF KINDNESS (*OUT AND IN*)

I am always impressed and humbled when my clients set a goal to carry out one random act of kindness each day or each week. As the boss, you get to make someone's day every day. What a fantastic job description, but are you alert to the opportunity? Recently, I was chairing a workshop with a group of CEOs and we were discussing kindness. 'Shouldn't we put some boundaries around it?' someone enquired. 'Shouldn't we restrict it to acts of kindness relating to work rather than people's personal lives?' I was pondering the question when another CEO stepped in and said, 'I get your point, but how

did you feel when your dog was very ill and your team members kept asking you how things were going?’ ‘It felt wonderful,’ he replied, ‘I realized they actually cared.’ ‘Well, there you go, that’s the power of a kindness that knows no boundaries.’

It was a powerful point. What you give, you receive, which is why I have marked that this practice impacts both the *OUT* and *IN* of purpose-driven leadership. When you offer kindness to others, you demonstrate that it exists and that you, as the boss, sponsor it in the workplace culture. As your actions build that culture of kindness, you become a recipient as well as a giver. It returns to you because, ultimately, it is a closed system and one that you can influence. As with other practices, the trick here is to make random acts of kindness both conscious and sincere. Look for the opportunity. Seize the moment. Make someone’s day today.

COMMUNITY ENGAGEMENT (*IN AND UP*)

Each week, how will you engage with your chosen communities? How will you initiate and support their rituals? When you look at your diary, at what point will you be taken out of your team and immersed in a different community; a community that nourishes your spiritual well-being by giving you a glimpse of oneness. It might be in running a marathon and finding yourself alongside someone dressed as superman or a carrot. It might be in a concert with thousands of voices singing your favourite tune. It might be at an industry awards event, receiving the applause of your peers as you collect a hard-won award. These will be moments to remember and cherish. Moments that will warm your soul amongst the various issues of the day. Don’t let these moments be squeezed out of your diary by more transactional, duty-bound tasks. Don’t see these moments as self-indulgent and superficial. Nothing could be further from the truth.

In a crowd, you lose yourself and momentarily get caught up in something bigger than you. That is a healthy and necessary experience for purpose-driven leaders who might be tempted to think they are more important than they really are. This spiritual well-being practice is simply to prioritize community once each week. Make

sure that you have at least one activity in your diary each week that involves you being immersed in community, whether that be a sporting crowd, a concert, a leadership peer group, a church congregation, a charitable cause or a shared hobby. Community works.

Saturday check-out

THE BOOK OF POSITIVE ASPECTS (OUT)

I learned this practice from Esther and Jerry Hicks' book *Ask and It is Given*.⁵ Like other exercises in this list, I have used it hundreds of times over many years and tweaked it to suit my particular needs. It is road-tested to the limit. It works. I typically use it at the end of a challenging week when I need to reframe a negative attitude that I might be holding about someone or something. This exercise takes five to ten minutes and is best completed instinctively without overthinking.

Imagine that I have experienced disappointment and challenge in a valuable workplace relationship with a colleague called Alex. I am tempted to dwell on this and ruminate on it over the weekend. Your mind is a dangerous neighbourhood to wander into alone, so you don't want to take these stray thoughts in and then blow them up to be bigger and darker in your spare time. You want to replace these thoughts with more positive and equally credible thoughts about the person and make those thoughts bigger and brighter instead. That would make more sense, wouldn't it? Using the book of positive aspects, I open a note in my app and write, 'Ten things I appreciate about Alex' at the top of a new entry. Then I bullet list something that might look like this:

- Alex always has my back
- Alex has a great sense of humour
- Alex makes astute observations
- Alex is a great team player
- Alex never holds a grudge

- Alex is brave
- Alex is generous
- Alex puts others before himself
- Alex is loyal
- Alex believes in our purpose

At the end of this process, I can assure you it is hard to hold on to my negative feelings about Alex. It's like overwriting a file on a computer's hard disk. The mind asks, 'Do you want me to replace the existing copy?' and you reply, 'Yes, please'. Then you hit the 'enter' key 10 times to ensure the job is done properly. Of course, now that you have the new record, you can reread it whenever you need to if those pesky negative thoughts start to creep back in.

If you keep doing this exercise, then eventually you will write a book and this book will be called the book of positive aspects. If you only ever write one book in your whole life, make sure it is this one. Remember that the focus of the positivity doesn't have to be a person, it could be a situation ('Ten things I appreciate about my business right now') or an idea ('Ten reasons why this would be a great idea') or about yourself ('Ten reasons why I am a great leader after all') or a moment in time ('Ten reasons why I can go on holiday with a smile on my face'). It's your book, so you are free to be creative and use this practice in the way that most helps you reframe a troubling perspective.

Booster packs

TRACKDOWN (OUT)

The trackdown exercise originated in the seminal transactional analysis book *Staying OK*,⁶ which I read many years ago. I have developed and refined the practice over the years and used it countless times when I have been triggered negatively by the various events of the day. I have also taught the exercise to many of my clients, who find it highly effective in processing negative emotions. To complete the trackdown exercise, we write down the answers to the following questions:

- *What part of me hurts?*

The answer to this question is always ‘my inner child’, but it helps to write this down because it allows you to realize that the truth is that you are hurting, but it is only part of you that is hurting

- *What feelings best describe my hurt?*

Simply express the feeling or feelings as honestly and as openly as you can, e.g. I feel ashamed and embarrassed, I feel gutted, I feel confused. This question is used to validate your feelings so they are not denied or brushed over as unimportant or inappropriate.

- *What happened in the recent past to trigger this feeling?*

Be as specific as possible in tracking down the exact event that triggered the feeling, e.g. ‘It was when I realized that I had told a lie in the sales pitch about our pricing model.’ This question aims to raise your awareness around the specific situations that ‘push your buttons’. The more aware you can be of these, the more you can make conscious choices when they happen. We shall use the example of lying in a sales pitch for the remainder of the exercise.

- *What is my inner parent saying to me and how is my inner child responding?*

Write this out as a script. For example:

- Parent voice: ‘You should have been honest.’
- Parent voice: ‘You should have prepared better for the sales pitch.’
- Parent voice: ‘You’re totally out of your depth.’
- Child voice: ‘I want to run away.’
- Child voice: ‘I don’t know what to do.’
- Child voice: ‘I want to give it all up.’

This script helps reveal the internal dialogue that the event has triggered. This dialogue will likely be a repeating pattern built in childhood and reinforced through adulthood. The script recognizes the reality of the internal battle but disempowers it by writing it down and hence gaining a third-party perspective on the internal conversation. The more familiar you become with the dialogue, the more quickly you can intervene to disrupt its pattern.

- *What situations in my past does this remind me of?*

These could be recent situations or those from further back in your childhood. Again, the question helps you step back and gain perspective because all these past events are now not as important as you thought they were at the time.

- *What is another way of looking at this?*

This question invites creativity and encourages a shift of perspective. Having allowed the inner child and parent to vent some of their emotion and judgement, we invite the inner adult to make its first contribution. In my example, another way of looking at the situation might be that this was an opportunity to practise bouncing back from disappointments and setbacks

- *What is the adult voice analysis of the facts, risks and likely outcomes?*

Now that the overwhelming feelings have been disempowered, we continue to let the inner adult take centre stage:

- Fact: Our pricing policy was not on the agenda for this client meeting.
- Fact: I am not perfect.
- Fact: We are due to meet the client again next week.
- Risk: I could rely upon hope as my strategy.
- Risk: I could overreact and withdraw from the sale.
- Risk: My integrity could be damaged significantly unless I take some action.
- Likely outcome: I will take action to recover this situation.
- Likely outcome: I will have to swallow my pride.
- Likely outcome: It will not be the end of the world.

- *What now is my best reaction to this situation?*

We now ask the inner adult to plan the next steps. Note that sometimes the answer to this question may be to do nothing. In this example, the answer would be, 'I need to swallow my pride, pick up the phone, apologize to the client and re-present our pricing policy at the meeting next week.'

- *What might I do differently if this situation happens again?*

Again, we are engaging the inner adult to learn from what happened and seek closure on the experience. In my example, the answer could be, ‘Next time I am asked a question by a client that I didn’t expect, I need to say that I don’t have an immediate answer, but I will get back to them within 24 hours.’

Using the trackdown exercise, we can act quickly to make the first steps to recover from an issue that has pressed our buttons. It is like emergency first aid applied at the scene of a traffic accident. It stabilizes the situation and removes the immediate sense of panic.

12 TIPS FOR BOUNCING BACK (IN)

This practice was referred to in Chapter 4, together with a worked example from a client of mine. I posted a further worked example of my own in the original blog on this exercise.⁷ To avoid repetition, I won’t run through this exercise in any more detail. Suffice it to say that I would say that my clients might use this exercise a couple of times per month in response to significant setbacks and disappointments. It is like the earlier ‘trackdown’ exercise since both seek to reframe and respond to negative experiences. The ‘12 tips’ is a more rational, analytical approach, whereas ‘trackdown’ explores the emotional impact in more detail. Both practices are valuable tools in building resilience.

Monthly practice – one day a month

First-of-the-month check-in

PURPOSE REVIEW (UP)

I encourage my clients to formally check in with their purpose once per month. This is most powerfully done in a leadership peer group, as the presence of like-minded and respected peers will generate a sense of increased accountability and mutual respect. At its simplest,

the check-in involves scoring yourself out of 10 on the triple-bottom-line goals that flow from your purpose. For example, if your purpose is to build an organization that plays a global role in stopping climate change then this mission can be broken down into goals and key performance indicators (KPIs) covering the sub-headings of results, relationships and reputation. A result goal might involve achieving a significant financial milestone, a relationship goal might focus on employee engagement scores and a reputation goal might involve becoming a B Corp. I would recommend no more than three goals under each heading and therefore no more than nine goals in total. Each month, assess your progress against each goal and give each one a score out of 10. In the peer groups I have led, we banned the score seven because it tended to be the cop-out score. We would challenge all the sevens to be converted into sixes or eights to avoid excessive fence-sitting. Tracking these scores over time and identifying trends and patterns is intriguing. If you score many eights and nines, it might be time to set more ambitious goals.

CELEBRATION AND RECOGNITION (OUT)

I referred to this practice in Chapter 5. This collective practice involves asking all team members to capture feedback they would like to share to recognize key team achievements and provide positive personal recognition to other team members. In our team, we used collaborative working software to build a mind map of all the celebration and recognition comments as this can then be shared more widely and provides a compelling ‘good news’ log over time. A particularly powerful aspect of our routine was to name a ‘hidden hero’ each month who was a member of our organization’s extended team or wider community. That individual would then receive an email identifying them as the team’s hidden hero with the reasons for their selection. No big prize was involved, but the emails acted as fabulous random acts of kindness. We often received replies to those emails saying how much the feedback was valued and how it had ‘made my day’.

AFFIRMATIONS (IN)

The subconscious mind is like a gigantic photocopying machine. It takes whatever you feed it and replicates it endlessly. It cannot distinguish between reality and imagination, hence it is a powerful tool of manifestation if put into the service of your purpose. No one has shown me the scientific proof behind affirmations, but neither do I really understand how gravity works, so I'm always willing to try new things and judge them on their practical impact.

How do you do affirmations? I simply write them out in my journal before I go to sleep. Every night I write them out. Typically, I would be working with three affirmations captured in three sentences and these will change over time as different priorities come to the fore. As an example, a sentence I worked with for many months was 'I am speaking and writing in service of my purpose'. Note that affirmations always commence with two of the most powerful words in the world – 'I am...'. These are statements of what is today, not of what might be tomorrow. They are positive, assumptive statements about personal identity, which is the deepest level of affirmation. Who we think we are is a deeper level of being than what we believe or what we do. For more detail on this thinking, see Bateson's Logical Levels, which Ian Day and I wrote about in our book *Challenging Coaching*.⁸

Affirmations work through consistent repetition. Eventually, the conscious mind gives in and concludes that you are indeed speaking and leading in service of your purpose. Resistance is pointless and the statement is internalized as a self-evident truth. At that stage, a new affirmation is created and the cycle starts again. A key feature of the best affirmations is that they are believable to you, but they stretch you just outside of your comfort zone. If they are too wild, like 'I am an astronaut', then the subconscious mind just replies, 'No. Don't be silly', but if they are pitched at the point of a credulous stretch, then the subconscious mind takes it in and works with it while you sleep.

RETREAT (UP)

Where do you go to get away from it all? How do you decompress and disconnect? When do you allow yourself to become bored and

lonely? When you are bored and lonely, you are most likely to reconnect with your purpose, if only because there is nothing else to do. A friend of mine invited me to spend a day at a monastery. We drove out into the wilderness of Shropshire, a rural county in the UK, and bounced along a long tractor trail to arrive at the door of what looked like a deserted farmhouse. We were greeted by a monk who showed us the gardens and a couple of rooms and advised us that a bell would ring for lunch. Then, he left. I looked at my friend in mild panic and said, 'What are we going to DO all day?' My friend shrugged his shoulders, sat down and started to leaf through a book. I was bereft and started to pace around the garden. Eventually, I also sat down and noticed that I was in quite a beautiful place. It was silent, colourful and vibrant with creation. Slowly, I started to open my eyes and look. Then I opened my ears and started to listen. There was nothing else to do. Suddenly, I heard that inner voice that I have referred to throughout this book. It said, 'Are you ready now?' I laughed and said, 'Yes, I guess so'.

Over the next four hours, as I wandered around and ate my lunch (in silence with the monks) and sat some more, I let go of many little things and started taking hold again of the big thing. My purpose. When we left to return to 'civilization', I felt like I'd had a full oil change. Refreshed and ready. It was a wonderful day and, of course, one I haven't repeated as often as I could have done. Can you give yourself that one day per month to be on retreat? What would it look like for you? One day per month to plug yourself into your purpose again and charge up those reserves of passion, joy and vision. It's got to be worth it.

RADIATORS AND DRAINS (IN)

I do like this practice that I briefly referred to in Chapter 4. I first came across it in sports coaching when working with Team GB coaches in rowing. It is an exercise that works in all walks of life. Part of its appeal is its simplicity. All you do is take a piece of paper and write at the top of the page two words: 'radiators' on the left and 'drains' on the right. Under the heading 'radiators', you list all the people, places, activities and roles that energize you. Under the

heading ‘drains’ you create a similar list of all the things that drain you of your energy. Keep going with the lists for a little longer than you might normally. Sometimes the most elusive radiators and drains take time to dig out. Once you have the two lists, consider them while pondering the question, ‘How can I maximize the radiators and minimize the drains?’

As always, an example or two might help. I have a place on my list of radiators. It is the National Liberal Club in London. Don’t ask me why, but it lifts me up when I spend time there. It’s partly the grandeur and history of the place. It’s partly my association of the club with many good times with family, friends and clients. It’s partly that they do good food and have a wonderful terrace overlooking the Thames. On the other hand when considering drains, I confess that on my list I have people, as well as activities and places. It’s probably my problem as much as theirs, so I am not saying these are bad people, it’s simply that I feel drained if I spend too much time in their company. I am sure they are also on other people’s lists of radiators. That’s how it works. One person’s radiator is another person’s drain.

The most transformational question to ask in this practice is, ‘How might I convert that drain into a radiator?’ For example, if I spend time with that person in a different place and focused on another activity, might the experience shift from being a drain to a radiator? Or, if I changed my role in this situation, what impact would it have on whether it energizes me or drains me? When I stepped down from running our not-for-profit organization to play a less managerial role, it greatly impacted my radiators and drains because the role of manager had become a drain and was dragging down everything else that I was doing with the business. This example also reveals that yesterday’s radiator can become today’s drain. Sometimes, it can shock you that the place, person, activity or role that used to lift you up, now pulls you down.

MOTIVATION LOG (IN)

I also discussed the motivation log in Chapter 4. This powerful practice involves tracking your motivation levels over one month and then analysing the scores to identify your ‘five-a-day’ motivators that

you then consciously build into your daily habits. Typically, my clients use a 0 to 10 scale and complete the log at the end of each day as part of a more comprehensive journaling routine. If you can chart your motivation levels graphically, that helps identify the peaks and troughs over time.

In some ways, this practice is similar to the ‘radiators and drains’ exercise. However, I would say that the motivation log drills into finer detail and seeks to uncover previously hidden sources of motivation. A client of mine used this practice for a month and then we coached through the data in a coaching session. At the end of this work, the client identified the following five-a-day motivators:

- cycling to work
- lunchtime eat treat
- minimum 30 minutes listening to music
- time with partner together over dinner
- reading a fiction book before going to sleep

You might think some of these are trivial, but that is the whole point. Your inner child is easily pleased if you simply take some time to listen to what puts a smile on their face. When my client was listening to music, he could also answer emails and do other work because his inner child was happily occupied. It’s like having a creche in your head. Many of these motivators are pleasures you developed in childhood, which still work if you activate them today. My client noticed that under stress, there would be a temptation to sacrifice these motivators to dedicate more time to urgent tasks and responsibilities. Gradually, their motivation levels decayed. Their inner child started sulking and eventually threw a tantrum, which we could also call a burnout episode. It’s not worth it for the sake of building in your five-a-day.

THE BOOK OF SUFFERING (SLEEPLESS NIGHTS) (IN)

I hope you enjoyed creating your book of positive aspects in the earlier exercise. Still, in the real world of purpose-driven leadership, we have recognized that we will suffer disappointments and setbacks.

In particular, we have learnt that it is better to suffer than retaliate. Therefore, our goal is not to eliminate suffering by projecting it onto others through blame, guilt or anger, but to sustain suffering and wait for it to pass.

I tend to write my book of suffering when I wake up in the middle of the night and my mind latches on to some grievance or unresolved worry. In that semi-conscious state, I can do myself a lot of mental health damage by writing my book of suffering. So, unlike the book of positive aspects, the trick with this practice is to help us stop writing new entries into the book of suffering rather than to encourage us to write more. What works for me is to combine a couple of separate techniques. I take an affirmation that I am working with such as, 'My purpose is a source of joy to me' and I use it with another technique known as 'body scanning'.

Body scanning is a meditation technique that gets you out of your head and into your body. It brings you into the present moment by shifting your focus from worrying about the past or speculating on the future. When you live in the present, writing the book of suffering is hard to do. I start by focusing on my toes and I say to myself, 'My purpose is a source of joy to my toes'. You may laugh at this point, but I hope you can stick with it. I then move my attention to my ankles and I say to myself, 'My purpose is a source of joy to my ankles'. And so, it goes on. Calf muscles. Knees. Quads. Glutes. Then into my internal organs. Stomach. Kidneys. Liver. Along the way, my mind will drift and I will start to write the book of suffering again. That's fine. I just notice it and bring my focus back to my body at wherever I left off. Whenever I bring my focus back, I build a stronger mind.

It is rare that I will complete the body scan and finish by saying, 'My purpose is a source of joy to my hair'. Most times, I have fallen back to sleep by then. Other times, I am going round and round stuck somewhere in my middle torso, but even if this goes on for some while, I figure it is more productive than writing my book of suffering. I imagine this might be one of the practices that gets you scratching your head and wondering if I've gone too far and added too much 'woo'. I hope not, because it works for me and it would be

a shame not to try it and see if it works for you too. After all, when you're lying there in the middle of the night, nobody knows what you're doing anyway, do they?

There you have it, a library of 19 exercises to enable you to put the *UP*, *IN* and *OUT* of purpose-driven leadership into practice. The 'thrival kit' as I call it. The list is not comprehensive, but I can assure you it is proven over many years of working on my own and my clients' leadership development. You will have your own favourites and you will hopefully add your own exercises to this library over time to create a personalized suite of habits and booster packs that enable you to thrive as a purpose-driven leader.

A leadership fable – coaching the thrival kit

Alisa was taking some time to do some final preparation for the coaching session. In advance of the session, Ajit had sent her a list of all the exercises to support the *UP*, *IN* and *OUT* of purpose-driven leadership after their last coaching session and asked her to pick three she would practise before they next met. After carefully going through the list, she had chosen the following:

- Motivation log (*IN*)
- Trackdown (*OUT*)
- Purpose review (*UP*)

As she waited for Ajit to arrive, she made a few notes against each exercise as to how it had worked and what questions she had about using it again. Once Ajit was sat again in front of her, she opened by saying, 'Hi, Ajit. I have been a good pupil and was just finishing my homework.' Ajit chuckled, 'I wish all my clients were so studious, Alisa.' 'I've been working with the three exercises I chose from the list,' she replied. 'Let's start with the motivation log. I have tracked my motivation levels on a scale of 0 to 10 for each working day of the past month and here is my log.'

Alisa turned her laptop screen to Ajit and he saw a sophisticated graph that Alisa had produced in Excel from her daily logs. 'It looks

like the Himalayas mountain range,’ he joked. ‘Cleary, it has been an interesting month. What did the log reveal to you?’ ‘It was fascinating, Ajit. I thought I knew myself pretty well, but I’m amazed at the little things that seem to lift me up and others that pull me down. Take this day for example.’ Alisa pointed at a Tuesday midway through the month when the motivation had peaked at 10. ‘On the surface, this was any old Tuesday. There was no big sales win or exciting client event. However, three things happened that boosted my spirits, none of which I would have noticed at the time if I hadn’t been keeping the log. First, I started the day early in the gym, doing some yoga with Josh, my partner. I often go to the gym early, but doing the yoga with Josh was unusual and there was something about it that I loved. I guess it was the camaraderie of a shared interest and spending quality time together. It was also the day we held our monthly marketing meeting. You know how much I love the marketing side of the business and I always have a lot of fun with the team because they’re creative and a bit wacky. We laughed a lot, as well as getting some good work done. Finally, on the way home from work, I popped in to see one of our clients who’s been helping us with our B Corp application. Their work is inspiring; the visit reminded me of why we do what we do at GoZero and made me feel proud.’

Ajit had been listening intently and waiting for Alisa to pause. ‘What have you learnt from those examples about your five-a-day?’ he asked. ‘I don’t think I’ve got all five yet, Ajit, but three of them are clear. The first one is starting the day at the gym. If I can be there with Josh, that is the icing on the cake. Second, I need to ensure that I have some form of client interaction each day. Even if it is not a face-to-face meeting, then a Teams meeting or phone call. Finally, I enjoy spending time with certain team members and, even if only for my own sake, I’d like to bump into them more often without it looking conspicuous. I need to work out what that would look like in practice. It might be that I can do it over lunch.’

‘Great work,’ summarized Ajit, ‘Now, how did you get on with the trackdown exercise that you chose?’ ‘I found this more difficult, Ajit. I’m not used to reflecting on events in this way and it’s going to take some getting used to. I had a question for you on this exercise.’ ‘Fire

away, I'm all ears,' said Ajit, sitting up straight in his chair. 'I know this exercise comes from transactional analysis and I'm not familiar with that approach, so could you give me a quick summary that would help me understand the wider context of this approach?' Ajit got up and approached the flip chart. He picked up a marker pen and drew three equal circles on the page, one on top of the other. Inside the top circle, he wrote a large letter P, in the middle circle he wrote a letter A and in the final circle he wrote a C. 'Transactional analysis sounds complicated, Alisa, but it is simple if you think about it as managing the voices in your head. We all have voices in our heads; some of these are more helpful to listen to than others. Most people can quickly identify three voices that are represented by these circles: the Parent Voice (P), the Adult Voice (A) and the Child Voice (C). Transactional analysis seeks to identify these voices and encourage a more helpful dialogue between the three.

'In the trackdown exercise, the Child Voice will typically be heard first because something has happened that has upset you. The Child expresses your feelings when you ask yourself questions like, "What feeling best describes my hurt?" As we know, when a child gets upset it tends to provoke a reaction from the parent who is triggered into judgement and criticism. The situation descends into an argument between the Parent Voice and the Child Voice, with the Adult Voice blocked out from the inner dialogue. The trackdown exercise first expresses the Child and Parent voices, but then seeks to re-mobilize the Adult Voice by asking the reframing question, "What is another way of looking at this?" The Adult Voice represents the rational, calculating part of your brain. It deals in facts, likely outcomes and risks rather than feelings and judgements. As the trackdown exercise proceeds, the Adult Voice resumes its normal position as referee between the Parent and Child. Involving "the adult in the room" typically produces the best action plan. That's transactional analysis in five minutes, Alisa, does it help?' 'Yes, thanks,' replied Alisa. 'Leave that with me and I will work some more on the trackdown exercise this month.'

'That leaves the purpose review exercise. How did you get on with that, Alisa?' 'I thought we could try that now, Ajit, and then you can

give me your feedback. Here's a reminder of my purpose and the associated triple-bottom-line goals and how I have scored progress out of 10 this month.' Alisa again turned her laptop screen towards Ajit and he saw a Word document opened with a table with the goals and scores as shown in Table 6.1.

TABLE 6.1 Monthly goals check-in

	May	Jun	Jul	Aug
Purpose				
To do well whilst doing good as a global business leader				
Results				
Deliver the three-year GoZero business plan	6	6	8	8
Achieve B Corp accreditation for GoZero within 18 months	3	3	3	5
Write a book that helps others do well whilst doing good	2	2	2	2
Relationships				
End customer relationships in the oil sector within 12 months	2	2	4	4
Build a high-performing, high-trust leadership team	5	5	5	4
Get home three evenings in the working week to read my children a bedtime story	6	8	9	9
Reputation				
Win a global impact award at an industry awards event	2	2	2	6
Be invited to speak at Davos on the climate change challenge	1	1	1	3

Ajit ran through the scores and said, 'That's great work, Alisa. No sevens, that's what I like to see. What are the headlines from these scores?' 'I guess the three most important insights that came from doing the scores this month were firstly, that I'm really pleased to have kept a nine on my goal of reading to my kids three times a week. I've given myself a big pat on the back for that. Secondly, we've been shortlisted for an industry award which is hugely exciting and is why the score for that goal has jumped from two to six. That's the good news and the most frustrating update is having to knock the score down from five to four for the high-performing, high-trust leadership team. I have to hold my feet to the fire on that one. I need to focus on it further and have decided to hold one-to-one meetings with each

team member in the next month to discuss the challenges and how we move forward.’ ‘That’s a clear action plan, Alisa. Maybe we can spend some time focusing upon that goal in our next coaching session?’ concluded Ajit. ‘In the meantime, thanks for your discipline in experimenting with these routines. You’re building a comprehensive thrival kit.’

Notes

- 1 Blakey, J (2015) Resilience: 12 tips for bouncing back, The Trusted Executive, <https://trustedexecutive.com/resilience-12-tips-for-bouncing-back/> (archived at <https://perma.cc/F8G5-CEEV>)
- 2 Webster, A (2021) *Tiny Noticeable Things: The secret weapon to making a difference in business*, Wiley
- 3 NLP World (nd) Anchoring, www.nlpworld.co.uk/nlp-glossary/a/anchoring/ (archived at <https://perma.cc/8G8A-FU2Q>)
- 4 Li, D (2014) What’s the science behind a smile? British Council, www.britishcouncil.org/voices-magazine/famelab-whats-science-behind-smile (archived at <https://perma.cc/T2CJ-YA38>)
- 5 Hicks, E and Hicks, J (2004) *Ask and It Is Given: Learning to manifest your desires*, Hay House, Inc.
- 6 Harris, A B and Harris, T A (2011) *Staying OK*, Random House
- 7 Blakey, J (2015) Resilience: 12 tips for bouncing back, The Trusted Executive, <https://trustedexecutive.com/resilience-12-tips-for-bouncing-back/> (archived at <https://perma.cc/F8G5-CEEV>)
- 8 Day, I and Blakey, J (2012) *Challenging Coaching: Going beyond traditional coaching to face the FACTS*, Hachette UK

Zealot, martyr or Pied Piper

As you work on the three dimensions of purpose-driven leadership, you will notice that some aspects come more naturally to you than others. This is to be expected, in the same way that when we were at school, some of us found maths easier than English, history or the sciences. Typically, I find that leaders can apply themselves to two of the three dimensions in the model and make brisk progress by using the exercises and routines in Chapter 6. They then find that one of the dimensions lags behind and takes much more effort to develop. This omission risks becoming the leader's Achilles heel. You don't see many two-legged stools and it is the same with leadership – we need to keep our balance by mastering all three dimensions. We need to become a three-legged stool.

What type of purpose-driven leader are you?

Some of my clients find it easy to attend to the *UP* and *IN* of purpose-driven leadership but find it much more difficult to inspire others to follow them on the journey. I call these leaders the zealots because they have the passion and determination to pursue their calling, but they risk looking over their shoulders and finding that nobody is following them because the intensity of their zeal is off-putting. I have a touch of the zealot in me.

Then you have the leaders who have mastered the *UP* and *OUT* dimensions but struggle to put on their own oxygen masks before helping others. I call these leaders the martyrs since they risk burning out as they serve the purpose and support the team with admirable diligence and loyalty but overlook their own needs to the point where they can no longer sustain the journey.

Finally, some leaders are skilled at the *IN* and the *OUT*, naturally inspiring others to follow them and taking good care of themselves but not always sure where they are heading or what mission they are seeking to achieve. I call these leaders the Pied Pipers after the German folktale figure who played magical tunes on his pipe to lure the town's children into a cave from which they never reappeared. Pied Piper leaders lead their teams exceptionally well and have no problem maintaining resilience. Still, they lack a clear connection with their purpose and risk committing to a road that leads nowhere fast.

Maybe you recognize yourself in these simplifications of the zealot, the martyr and the Pied Piper? If so, how do you feed your inner wolf a different diet to boost the relevant aspects of your leadership?

For the zealots, we need to work on our skills to inspire others to follow us and build a stronger personal connection to their needs and feelings. Typically, this involves slowing down to pace others by getting alongside them, asking questions and listening. We find that investing more time in communicating our vision and inviting feedback pays dividends before setting off at breakneck speed to implement our latest heartfelt idea.

For the martyrs, we need an early warning system that alerts us to when our resilience is running low and we risk burnout. We then need to act on those warning signs by prioritizing our own needs and asking for help. This will often include taking sufficient rests and breaks to recharge our batteries before committing to new tasks and deadlines.

For the Pied Piper, we need to spend more time privately contemplating our higher calling and generating clarity regarding the organization's vision. Once that 'true north' has been specified, we

can work on communicating the vision in a powerful way that allows it to act as a clear compass for ourselves and our followers.

To help you diagnose your own strengths and areas for development, complete the questionnaire below and then read the section of this chapter that applies to your risk profile as either zealot, martyr or Pied Piper. Answer instinctively and be ruthlessly honest with yourself. If it helps, you can ask other trusted colleagues and friends for their view of your leadership. Ken Blanchard said, ‘Feedback is the breakfast of champions’.¹ There is no better antidote to self-delusion than the hard data of constructive feedback from those whose opinions you respect and value.

Self-assessment questionnaire

Read each statement in the questionnaire and mark the cell with an ‘X’ as to whether you agree/disagree that the statement applies to your own leadership. Total the number of Xs in each column for the eight *UP*, *IN*, *OUT* statements and apply the relevant multiplier to generate your total score for each dimension. I have completed the questionnaire in Table 7.1 for my own leadership to provide you with an example.

You can see that I scored 34 points in the *UP*, 33 in the *IN* and 21 in the *OUT* of purpose-driven leadership. I am strong on the *UP* and *IN*, but my potential Achilles heel is the *OUT* aspects, giving me the zealot leadership persona. Now, complete the blank questionnaire (Table 7.2) to calculate your own scores, then read the section of the chapter that relates to your persona.

TABLE 7.1 Completed self-assessment questionnaire

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
<i>UP</i>					
I regularly spend time imagining what it would feel like to fulfil my purpose					X
I would describe myself as a spiritual person who believes in some form of higher power					X
I am naturally someone who sets ambitious goals and is driven to achieve them					X
I am an enthusiastic communicator of the organization's vision and values				X	
I have strong beliefs about what is right and wrong and I am willing to stand up for these principles			X		
I experience a sense of joy when I am pursuing my mission			X		
I am a committed member of at least one purpose-driven community					X
I am routinely operating at levels five and six of Maslow's hierarchy of needs				X	
<i>Total Xs in each column</i>			2	2	4
	x 1	x 2	x 3	x 4	x 5
<i>Total scores</i>			= 6	= 8	= 20
<i>Total UP score</i>	6+8+20 = 34				

TABLE 7.1 continued

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
/N					
I know when to stop working and take a break					X
I exercise regularly and have a healthy diet				X	
I manage stress well to protect my mental health			X		
I delegate effectively to manage my workload				X	
I have not experienced burnout in my career to date				X	
I have a wide circle of friends who I see regularly					X
I can say no when necessary to protect my time and energy				X	
I can ask for help when faced with important decisions				X	
Total Xs in each column			1	5	2
	x 1	x 2	x 3	x 4	x 5
Total scores			= 3	= 20	= 10
Total /N score	3+20+10 = 33				

TABLE 7.1 continued

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
<i>OUT</i>					
I find it easy to bring people with me when implementing change		X			
I am a team player who lets others take the lead when appropriate			X		
I regularly spend time with team members, getting to know their personal lives			X		
I slow down and seek consensus before making a decision	X				
When socializing with the team, I am the life and soul of the party			X		
I find it easy to forgive others when they make mistakes		X			
I listen to others more than I talk to them				X	
I am always available to help colleagues who are struggling			X		
<i>Total Xs in each column</i>	1	2	4	1	
	x 1	x 2	x 3	x 4	x 5
<i>Total scores</i>	= 1	= 4	= 12	= 4	
<i>Total OUT score</i>	1 + 4 + 12 + 4 = 21				

TABLE 7.2 Blank self-assessment questionnaire

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
<i>UP</i>					
I regularly spend time imagining what it would feel like to fulfil my purpose					
I would describe myself as a spiritual person who believes in some form of higher power					
I am naturally someone who sets ambitious goals and is driven to achieve them					
I am an enthusiastic communicator of the organization's vision and values					
I have strong beliefs about what is right and wrong and I am willing to stand up for these principles					
I experience a sense of joy when I am pursuing my mission					
I am a committed member of at least one purpose-driven community					
I am routinely operating at levels five and six of Maslow's hierarchy of needs					
<i>Total Xs in each column</i>					
<i>Total scores</i>					
<i>Total UP score</i>					

TABLE 7.2 continued

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
<i>IN</i>					
I know when to stop working and take a break					
I exercise regularly and have a healthy diet					
I manage stress well to protect my mental health					
I delegate effectively to manage my workload					
I have not experienced burnout in my career to date					
I have a wide circle of friends who I see regularly					
I can say no when necessary to protect my time and energy					
I can ask for help when faced with important decisions					
<i>Total Xs in each column</i>					
<i>Total scores</i>					
<i>Total IN score</i>					

TABLE 7.2 continued

	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
<i>OUT</i>					
I find it easy to bring people with me when implementing change					
I am a team player who lets others take the lead when appropriate					
I regularly spend time with team members, getting to know their personal lives					
I slow down and seek consensus before making a decision					
When socializing with the team, I am the life and soul of the party					
I find it easy to forgive others when they make mistakes					
I listen to others more than I talk to them					
I am always available to help colleagues who are struggling					
<i>Total Xs in each column</i>					
<i>Total scores</i>					
<i>Total OUT score</i>					

The three types of purpose-driven leader

The zealot

According to the Cambridge Dictionary, a zealot is ‘a person who has very strong opinions about something, and tries to make other people have them too’.² To be a zealot is to be full of zeal or passion as a leader. At first glance, the word zealot has a negative connotation since it implies an intensity that borders on intolerance. Political and religious zealots can be prejudiced against anyone who does not share their ideals and vision. Zealots can be ruthless in pursuing their goals, treating their followers as a means to an end rather than an end in themselves. Nevertheless, all great leaders have a touch of the zealot in them because this is the component of leadership that dreams of a better future and has the drive and determination to pursue that vision through thick and thin. Working for a zealot is exciting and dynamic. There is never a dull moment and no shortage of new initiatives. However, do not expect the zealot to be naturally empathetic or to while away the day engaging in small talk. They are focused on the end game and they are often in a hurry to get there. It is not that zealots are cold, they burn hot, but it is the purpose rather than the people that triggers their emotion. They live in the future and can find the present frustrating.

I worked for many years with a fabulous zealot who led a property development business. This leader was a creative genius. I loved being in their company because they soaked up my coaching input with eager enthusiasm and worked at a fast pace to implement new insights. As a coach, I knew I could rely upon this leader to embed the actions from our coaching sessions and make the necessary changes to grow their business. They would often send me a mind map after our sessions that masterfully captured all the insights of our discussions and then dutifully refer to these mind maps over months and years. I thought this leader was an absolute star. Then he asked me to coach one of his executive team members, and I suddenly realized there was a shadow side to this leader’s zeal that I had missed entirely. It turned out my star leader was a nightmare to work for because few people could cope with their pace, their intensity and the unpredict-

ability of their leadership. I was told that the team dreaded this leader having their next coaching session with me because they would come back to the office all fired up and promptly turn everyone's world upside down with their latest visionary idea. I can imagine a few wry smiles amongst my readers at this point as you recall the zealot in your own career who had a similar tornado-style impact on you and your workplace.

I remember the day I confronted my star client with the brutal facts of the impact of his leadership style on his team. 'Crestfallen' does not do the moment justice. My client was shocked. Like me, he had been wholly blind to the unintended consequences of his well-meaning passion for the firm's purpose. If we had not worked with each other for so long and built such trust, it may have brought our coaching work to a premature end.

Thankfully, you can also rely upon zealots to be brave and, once he had recovered from the initial surprise, my client set about correcting the situation with his typical enthusiasm and energy. New mind maps were created with titles like 'letting go', 'anger management' and 'leading with kindness'. I wouldn't say he became saintly, but my client did make massive strides to work on the *OUT* of purpose-driven leadership and he built a different atmosphere within his top team. What worked well for this leader in boosting the *OUT* was to create situations where he was forced to spend social time with the team. Whether it was in sharing a long train journey or a lunchtime meal, or holding a team away day that was focused on getting to know each other rather than getting stuff done, this leader started to befriend his team members in a way that brought him into the present moment and allowed him to park the vision... at least temporarily.

What this means for you

If the results of your questionnaire suggest that you might also have a touch of the zealot in you then do not despair. There are many, many strengths of this leadership persona. Your passion, drive and vision are huge assets to any organization that engages you as a leader. You have the potential to create transformative change, a special quality that the world will need given its current and future challenges.

Yet, you don't want to look over your shoulder one day and realize you've left everyone else behind. Partly that would leave you in a lonely place and partly you can't change the world on your own, so it minimizes your potential impact. You need to work on the *OUT* of purpose-driven leadership to bring balance to your leadership and create that three-legged stool. Let's look at some of the ways you might do that.

You will recall from Chapter 5 that the three focuses of developing the *OUT* of purpose-driven leadership are to forgive the individual, protect the team (and the purpose) and to become a beacon of hope. In Chapter 6, some exercises and routines focused on the *OUT* of purpose-driven leadership that can help boost this dimension. In addition, a leader with this profile can also establish a balanced approach by ensuring that their leadership team contains those who can role model the *OUT* skills better than they can. This has two benefits. Firstly, the leader has someone to learn from personally and secondly, the team can still collectively cover all the bases between them. As with all personality profiling, no individual can be perfect, but a team can be if it consists of talented individuals with diverse styles.

I mentioned at the beginning of this chapter that I have a touch of the zealot in me. It's true that I have had to work harder at the *OUT* of purpose-driven leadership over the years. As an ambitious young leader, I wasn't initially aware of the fallout from my leadership style because I was promoted into new roles so frequently that building long-term relationships with my followers was not on the critical path to success. However, as my career matured and I held roles over longer periods of time, I became aware of the limitations of my instinctive approach and sought to change. What helped me the most in making a shift was training to become a coach because I learnt quickly that coaching was 70 per cent active listening and 30 per cent asking powerful questions. As I practised these skills, I realized that I slowed down; I came into the present moment and I developed a stronger human connection with the people I was leading. Coaching has tempered the zealot in me and I thoroughly recommend a deep dive into coaching skills for others who share this profile.

A great starting point would be to read the book *Co-Active Coaching*,³ which contains a powerful listening model comprising three levels:

- internal listening
- active listening (listening to understand)
- global listening

Many of us will have heard of active listening with its emphasis on affirmative statements ('Yes', 'Exactly', '100 per cent'), summarizing and eye contact. Fewer will have heard of global listening or 'listening with all antennae switched on'. Global listening involves concentrating not just on the words a person uses but also on their tone and energy, the associated facial expressions and the precise use of words that may hint at unexpressed emotions and thoughts. When combined with the mirroring of body language, global listening is a potent tool for coaching others and creating the strong human connections that are critical to the *OUT* of purpose-driven leadership.

The martyr

It is common to hear somebody being told 'Don't be a martyr' when they serve others in a self-sacrificial way. This comment typically has a negative connotation. In our highly individualistic society, we are expected to focus on our own needs and trust others to do the same. In leadership, the martyr profile focuses on the needs of others to build strong followership and loyal customers. They intuitively understand people's concerns and aspirations and have a heart for helping others. The martyr profile in leadership will often be sensitive to the organizational vision and committed to achieving a broader impact in the world since they are selfless in their aspirations. So far, so good. However, the Achilles' heel of the martyr profile is their tendency to ignore their own needs to the point where they burn out and fail to complete the mission. Whilst, at this point, they will tend to receive a great deal of sympathy from their dedicated followers, the sponsors of their mission will be left frustrated and unfulfilled.

I have coached many leaders who hold this profile. As a bit of a zealot, I find it harder to empathize with the martyr leader as I can be tempted into judging their self-sacrifice rather than being inspired by it. Coming from a private sector background, it has helped me working with leaders in the public and third sectors to understand the

incredible vision these leaders possess. In particular, I worked with many senior leaders in the NHS and local government during the Covid-19 pandemic when their commitment and selflessness both humbled and inspired me. In my work with such leaders, we have often needed to focus on the *IN* of purpose-driven leadership as their energy levels and mental health take a battering from being on the front line of public service. In this respect, the motivation and resilience exercises featured in Chapter 4 have been highly beneficial for these leaders.

However, martyrs do not always reside in the public and third sectors. Some years ago, I received a call from the HR director of a global professional services company. One of their country managing directors had burnt out and was now recuperating at home. In this case, home was Singapore. The next thing I knew, I was on a plane heading for the Far East. It was a genuine ‘flying doctor’ assignment as I spent three days with this executive, intensively coaching her on the *IN* of purpose-driven leadership. I found the leader’s energy and health seriously depleted. It was not a situation where you march in with your coaching wand and perform a miracle cure. On the contrary, initial progress was slow and we needed to focus on taking small steps, rather than anything more ambitious. Sometimes a leader in this situation simply needs to take a complete break and my role might be to help them summon up the courage to reach this conclusion for themselves. This was not the case for my client in Singapore. They were already on the slow road to recovery and had already self-coached themselves on some key lessons learnt. My role was to help them consolidate this learning and convert it into practical routines to support their return to work.

The most powerful breakthrough this leader made during my short but intense time with them was the insight that their tendency to self-sacrifice was driven by their guilt over having a younger sister who was seriously ill as a child. My client blamed herself for being the healthy child and this had then bred in her both a desire to give back to the world and a tendency to neglect her own basic needs. Working with her reminded me of the phrase used earlier in this book about a leader’s purpose living next door to their trauma. In this case, my client’s traumatic childhood experience had created both her later

purpose to serve others and also a risk of succumbing to self-destructive workplace and lifestyle habits. Once this leader had processed this insight, it gave her a greater motivation to apply relevant exercises to boost her focus on the *IN* dimensions of the leadership challenge. I am pleased to report that they resumed their successful career and have since gone on to greater things.

What this means to you

For the martyr profile, the childhood script that leaders have typically learnt is one that some refer to as the ‘poor me’ script.⁴ In this script, we learnt at a young age that parental authority figures only gave us attention when we were ill, suffering or struggling in some way. It was in those moments that we seemed to matter to others. As adults, not attending to the *IN* of purpose-driven leadership will ultimately lead us to the same outcome. We strive and strive, we give and give. Still, nobody notices us and then we get sick and finally someone steps in to help. At that point, the script ‘pays off’ but at a long-term cost to our well-being, limiting our potential to go further in our leadership career.

We could perform a similar analysis for the zealot and Pied Piper leadership personas, which will be rooted in their own patterns, payoffs and limitations. For some of you, this will be familiar territory and you will have already done your own work to explore these family dynamics, often with the appropriate professional help. For others, this may be a new topic and, if so, I would encourage you to take the opportunity to explore your underlying patterns in more detail with the help of an appropriate professional.

In closing our brief unpacking of the martyr leadership profile, there is one further insight my clients have found useful in boosting the *IN* of purpose-driven leadership. Downtime. Doing nothing. Taking a break. Having a holiday. Whatever we call it, there must be a time when we stop. Those who do this well, don’t do it only once per year. They do it daily, weekly and monthly as well. On a daily basis, they stop to get eight hours’ sleep. On a weekly basis, they stop to spend time with family or with friends. On a monthly basis, they stop to spend a day doing something completely different.

My former business partner, Bill Barry, an Olympic medallist and Team GB rowing coach who I spoke about in Chapter 4, was fond of bringing a torch to our joint presentations. He would switch on the torch, place it on a table and ask the audience, ‘What will happen if I leave the torch on?’ After a long silence, someone would say, ‘The batteries will run out’. He’d made his point and would follow this analogy by saying that the human body is magical in that, after intense exercise, it gets stronger, but only if there is rest in between. The body puts more back in than was taken out, but only if we stop to let it work its magic. It is the same with the human mind, since the brain is simply another muscle. Our minds will get stronger if we work the brain intensely and then stop to take a break. If that is how athletes win Olympic gold medals, I hope it motivates you to apply a similar discipline as you pursue your own purpose.

The Pied Piper

The German folk tale featuring the Pied Piper is known in its native tongue as the ‘rattenfänger’ of Hamelin – the rat-catcher of Hamelin. This title alludes to the original mission of the Pied Piper appointed by the town mayor to rid the streets of rats by enchanting them to follow him as he played beautiful tunes. He duly did this task, but then, unfortunately, he also rid the streets of children when he fell out with the town’s hierarchy and enchanted the young folk to follow him to their demise. In leadership terms, the Pied Piper demonstrated mastery of the *IN* and *OUT* of purpose-driven leadership. He could create strong followership and knew how to take care of himself, but he lacked a visionary compass to keep him true to the *UP* of his mission. This combination of attributes leaves a leader open to going down a blind alley, either at the beckoning of other stakeholders, or simply through their own lack of direction.

In my earlier career, when I worked for corporate organizations, I came across the term ‘hired hand’ to describe managers brought into these organizations at the behest of shareholders who were hungry for short-term financial returns. Such ‘hired hands’ were often of the Pied Piper persona. They dutifully implemented the shareholders’ will and devoted their considerable *IN* and *OUT* talents to leading

their employees efficiently and competently. In Maslow's terms, these managers focused upon levels one to four of the hierarchy of needs, both for themselves and their organizations. Profit was the de facto sole purpose and Pied Piper leaders did not question this, regarding it as a non-negotiable reality of business life.

When I left my corporate career to set up my own business and started to work with small business entrepreneurs, it opened my eyes to a different world. In this world, there were no 'hired hands'. The first responsibility of the entrepreneur was to create a vision that was so inspiring that others would follow it despite the high risk that the organization might fail. To commit to such an enterprise does not make sense from the perspective of levels one to four of Maslow's hierarchy, but it does make sense from levels five and six. Therefore, entrepreneurs are often blessed with considerable *UP* skills and their challenge comes later in the growth of the organization when more developed *OUT* skills are required.

However, over the past 10 years, with the emergence of ESG investing, even corporate PLCs require leaders whose vision is broader than maximizing short-term financial returns. Environmental, societal and governance issues have become relevant to corporates, not just from an investment perspective but also from the perspective of employees, consumers, the media and the public. It is insufficient for a corporate leader to be a Pied Piper dancing solely to the tune of the shareholders. All organizations now need leaders with a compass sensitive to the changing leadership landscape who can serve a purpose at levels five and six of Maslow's hierarchy of needs.

What this means for you

The risks of being a Pied Piper leader have increased in recent times due to the shift from profit to purpose. In addition, many of us have not been trained or mentored in the *UP* skills of purpose-driven leadership because we have previously worked for organizations where the purpose was singular and fixed on profit, rather than more diverse and holistic. Therefore, we can be forgiven if we are playing 'catch up' in this aspect more than the other two dimensions of purpose-driven leadership. Nevertheless, we are less likely to be forgiven for

not adapting quickly to the new agenda and committing our leadership to be a force for good.

Operating at levels five and six of Maslow's hierarchy requires us to take responsibility for discovering and connecting with our sense of purpose. In my experience, the biggest challenge for the Pied Piper leader is not about developing the skills to make this change but having the motivation to do so ($\text{performance} = \text{motivation} \times \text{ability} \times \text{opportunity}$). This is because this leadership style has largely been successful in the profit-driven era and it is hard to let go of a winning formula that has served them so well. In contrast, the zealot and martyr leadership personas have always struggled with the *OUT* and *IN* dimensions of purpose-driven leadership, so they typically take less convincing of the need for change.

Sometimes it takes a significant 'wake up' call for a Pied Piper leader to find the motivation to change. It is as if they have entranced themselves, as much as they have entranced any of their followers, in walking their existing path. I experienced such a wake-up call when visiting one of the charities supported by The Trusted Executive Charitable Foundation. I was invited to a hostel for the homeless in Edinburgh that is run by the charity Bethany Christian Trust. Greeted by the hostel manager, we toured the hostel and she showed me the front door, which was fortified and secured by several sturdy locks and bolts. 'Sometimes, I have to turn people away in the early hours because they are high on drugs and alcohol,' explained my host. 'I can imagine these people are quite desperate,' I replied. 'Oh yes,' my host continued, 'I am often threatened verbally and physically.' 'Doesn't that bother you?' I asked. 'I mean, you are vulnerable and you get paid a pittance to do this role. It's so dangerous. Why do you do it?' I wasn't expecting such a deadpan reply to this question, but my host simply said, 'It's what I have been called to do.' And that was it. We carried on the tour with my host proudly leading the way and with me meekly following behind. I knew I'd just met a purpose-driven leader and been taught a memorable lesson in the *OUT* of purpose-driven leadership.

As a Pied Piper leader, putting yourself in situations that break the spell of your current worldview might be necessary. You do not have to travel far to achieve this. It is not a question of going on a

five-week tour of the slums of Rio de Janeiro. The same impact can come from a five-hour visit to your local food bank or sitting through an A&E shift in your local hospital. These experiences will shock you. That shock is the wake-up call that motivates the Pied Piper leader to devote their considerable skills to fulfilling a higher purpose than can be imagined at level four of Maslow's hierarchy. In this way, many leaders who started their careers as corporate 'hired hands' later become powerful, purpose-driven leaders since, once their passion has been ignited, they bring fabulous *IN* and *OUT* skills to their role as a force for good.

Whether you have a tendency to be a zealot, a martyr or a Pied Piper, understanding the family dynamics that shaped your development as a child is often useful. I recall being shocked when I first read the classic book on this topic, *I'm Ok, You're Ok*, by Thomas Harris.⁵ The book suggests that, by the time we are five, most of us have chosen a life position that stays with us for the rest of our lives. In the workplace, as in our personal lives, we will be drawn to situations that mirror those early family dynamics in an attempt to seek the happy ending that eluded us as a child. The fact that the happy ending eludes us again as adults should not come as a great surprise since the pattern of our lives is a script we have often learnt line by line. That is not to say that we cannot break out of such basic programming, but it is to say that doing so requires unusual levels of self-awareness and courage

As we close this chapter, I would encourage you to revisit the list of exercises and routines in Chapter 6. Given your increased awareness of your leadership persona, are there any exercises that now feel more important? The zealot persona may find that the *OUT* exercises help them achieve greater balance. The martyr persona may similarly find the *IN* exercises help boost that dimension and the Pied Pipers are more likely to build their three-legged stool from a focus on the *UP* exercises. Remember that the aim is balance, not perfection.

Building a rounded character as a purpose-driven leader is a lifetime's work. It may feel daunting to contemplate taking the next step, which is fine. Most people overestimate what they can achieve in one year and underestimate what they can achieve over 10 years. Over 10 years, anything is possible, given the discipline and resilience to keep

taking the next step. So I encourage you to keep doing the work and trusting in the compound interest that comes from investing in your own development.

Then, as we walk the path, we realize others are also walking on the path and start to wonder how we might help them thrive as purpose-driven leaders. We start to contemplate the possibility that we might want to become a force multiplier, providing the X factor to supercharge the development of others. If one leader can be a force for good, then others can be too. And what then might we build?

A leadership fable – coaching the Pied Piper

Alisa was struggling to complete the leadership questionnaire Ajit had given her at their last coaching session. She always found these exercises difficult because she had a habit of second-guessing her answers, mixing up what she wanted to believe with what she knew was the truth. It felt like chasing her own shadow. Then she remembered that Ajit had suggested she seek the opinion of someone she trusted to check her own views. It felt risky, but maybe she could ask her partner, Josh, how he perceived her leadership on the *UP*, the *IN* and the *OUT*. Bravely, she asked for Josh's honest opinion. A few days later, Josh returned the completed questionnaire in a sealed envelope, which Alisa did not take as a good sign. Finding a quiet moment, she took a deep breath and opened the envelope. Quickly, she scanned Josh's answers, looking for any bombshells. Having survived that experience, she read the questionnaire more carefully. In summary, Josh perceived Alisa to be strongest on the *OUT* and the *IN* of purpose-driven leadership. In other words, he regarded Alisa as a Pied Piper. This was not a total shock to Alisa, though she might have seen herself as more of a zealot than Josh did. She reminded herself that the questionnaire was not a test and resolved to discuss Josh's responses with Ajit at their next coaching session.

To review the questionnaire and avoid distractions, Alisa and Ajit agreed to meet away from the office. Ajit often used the same hotel lounge for similar conversations as he knew it would be quiet and private. He opened the coaching session by asking Alisa what she had

learnt from having Josh complete the questionnaire. ‘I learnt that he is totally deluded,’ joked Alisa. ‘No, seriously, I learnt that I am the deluded one. I thought I would emerge as a zealot, but Josh regards me as a ‘Rattenfänger’, or Pied Piper. In particular, he disagreed most with the statement, “I would describe Alisa as a spiritual person who believes in some form of higher power” and, “Alisa experiences a sense of joy when pursuing her mission”. I moan a lot to Josh about my role as CEO of GoZero, so I can understand he thinks there is a lot of joyless striving. Also, I don’t talk much with anyone about my spirituality, so I can understand how Josh would not see me in that way.’

‘And what did you learn that was a pleasant surprise?’ asked Ajit. ‘The pleasant surprise was that Josh regards me as a leader who brings people with me rather than leaves them behind,’ replied Alisa. ‘I may be better at the *OUT* of purpose-driven leadership than I give myself credit for. That would be a relief as starting the new role at GoZero has challenged my confidence in this area. The culture is very different from my previous corporate organization and I think all leaders in GoZero need to focus on the *OUT* dimension if we are to keep the commitment of our young and mission-focused staff. I would like to role-model this dimension even more strongly, so I’ve decided to complete one random act of kindness each day. As a CEO, I like the idea that I can make someone’s day every day.

For example, on Monday, I noticed one of the team was not their usual self. I found an opportunity to ask them how they were and, suddenly, they opened up to me about the challenges they currently have in their personal life. Normally, I would have been glancing at my watch wondering when my next meeting was starting, but this time I decided the most important thing I could do as a leader was simply listen to this team member, who has been so loyal and committed to the GoZero cause. Later, I received a message from this team member thanking me for my time. Their gratitude really touched me. Strangely, I started out trying to make someone else’s day and it ended up making my own day too, which was a win-win I didn’t expect.’

‘My next question for you, Alisa, is a challenging one. What step could you take having completed the questionnaire that would take you out of your comfort zone?’ Alisa pondered this for a moment

and then replied, 'This is going to be difficult, but I will connect with the joy of my role more frequently. The way I'm going to do that is by writing a weekly blog to be shared on the GoZero website. In the blog, I will capture the past week's mission-filled moments in my CEO role. The discipline of writing the blog will focus my attention on capturing and sharing the good news. I will also ask our corporate communications team to produce social media posts from the blog and use these to raise my profile in the community. I may even share the blog with Josh to prove to him that I don't always moan about my job! It sounds obvious, but it needs me to be brave because, as a shy person, I hate putting myself out there. Still, I realize I need to get out of my own way and treat this as an important part of my job and one which will fuel the *UP* of my leadership.' 'Good for you, Alisa. That sounds like a bold step,' summarized Ajit. 'I look forward to seeing the first blog when it goes live.'

As he prepared to close out the session, Ajit asked a final question, 'Is there anything else that you wanted to discuss from the questionnaire, Alisa?' 'Yes, there is one thing that I'd value asking you, Ajit. How open should I be about my spirituality in my role as CEO? Not even my partner, Josh, knows, but I am a spiritual person, and this plays a big role in my approach to leadership. As a child, I was raised in a religious family and, whilst I don't practise a particular faith these days, I still believe in a higher power and, for example, I pray when I need help or if I am aware that others are struggling. I have never thought it was relevant to my workplace role, but it was interesting to notice it crop up in one of the statements on the questionnaire. I can understand how it is part of the *UP* of purpose-driven leadership because if you don't believe in a higher power, how can you have a higher calling, but does this mean I should talk about this more openly with my staff?'

'This is a difficult one,' replied Ajit. 'I've struggled with it myself. In general, I follow the rule that, to paraphrase Francis of Assisi, "we should preach all the time and occasionally use words". In other words, our words and actions are more likely to influence others than if we lecture them with religious jargon that might be alien or offensive to their worldview. This is particularly true in a diverse and

post-modern leadership landscape. As we discussed in our earlier sessions, our followers are highly sensitive to anything that smacks of an authoritarian and dogmatic stance, so we must be careful as we navigate these conversations. The exception to this rule is that if I am asked a direct question about my faith, I will always answer that honestly and fully. If there is enough trust and curiosity in the relationship for your followers to bring up the topic of faith, then I regard that as permission to share your own view. In such a situation, your views may inspire others, and holding back would be timid and inauthentic. Does that help answer your question?’

‘Yes it does, Ajit. In summary, you advise me to err on the side of caution in bringing my spirituality into the workplace and rely on the fact that actions speak louder than words. If those actions prompt others to become curious and initiate a more spiritual conversation, then that is the time to be more open and transparent about my own belief system. That works for me. Thanks for debriefing the questionnaire and I look forward to our next and final coaching session.’

Notes

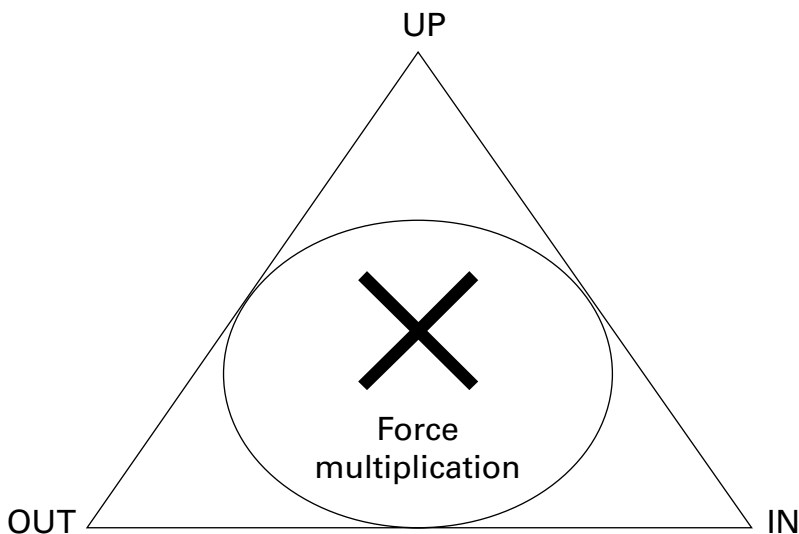
- 1 Goodreads (nd) Kenneth H Blanchard quotes, www.goodreads.com/quotes/413189-feedback-is-the-breakfast-of-champions (archived at <https://perma.cc/S8RR-LWKV>)
- 2 Cambridge Dictionary (nd) Zealot, <https://dictionary.cambridge.org/dictionary/english/zealot> (archived at <https://perma.cc/AJ4J-22CW>)
- 3 Kimsey-House, H, et al (2012) *Co-active Coaching: Changing business, transforming lives*, Hachette UK
- 4 Berne, E (1968) *Games People Play: The psychology of human relationships*, Penguin UK
- 5 Harris, T and Harris, T A (2012) *I’m OK, You’re OK*, Random House

Becoming a force multiplier

The power of force multiplication

What do you want to say in your 80th birthday speech? How would we want to describe our impact if we get to that worthy milestone and then look back on our lives? I doubt we will wish that we had spent more time in the office. We might want to say that we'd seen more of the world, or that our life had been full of more inspiring relationships or that we created financial security for our families. If you are reading this book, I hope you will also want to say that your

FIGURE 8.1 Force multiplication



leadership has been a force for good and that you thrived as a purpose-driven leader. I hope the models and exercises in this book will have helped you secure that impact, but as we come to this final chapter, I want to lay down a more significant challenge. In that 80th birthday speech, I want you to be able to say that you were not only a force for good but you were also a force multiplier. In other words, you also inspired other leaders to become a force for good. Wouldn't that be a fantastic resume? Wouldn't that be a life of significance as well as a life of success?

You might think, 'That sounds a bit ambitious, John. How would I ever get from where I am today to be a force multiplier?' You might remind me of what I said in Chapter 2 that, in this future-fragile leadership landscape, we need to ensure our goals are believable as well as inspirational. I understand your reservations, but also remember what I said in Chapter 7: most people overestimate what they can achieve in one year and underestimate what they can achieve in ten years. I invite you to set an inspiring and believable five- and ten-year vision to become a force multiplier because anything is possible if you put your mind to it over ten years. Can a five-year-old imagine what they might be doing as a 15-year-old? Of course not. So how can you imagine what you might be doing in ten years' time, given the pace of change in the world? This is a good thing because it means that the future is open. It isn't what it used to be. It is up for grabs.

Some years ago, a speaker I know, Dr David Hall, came to talk on creativity to one of my CEO peer groups. He said to us, 'Most of you are slowly bleeding to death in the world of "what is" rather than contemplating the exploding possibilities of the world of "what might be".' He challenged us to set transformative goals that would make our heads hurt and our hearts sing. 'Don't worry about the how, focus on the wow,' he declared as we desperately stretched out of our comfort zones to contemplate game-changing, long-term goals.

I adopt the same approach when working with my coaching clients. With one high-profile sporting coach, I asked him to send me his goals before our first coaching session. When I read them, I felt underwhelmed. When we met, I took a deep breath and said, 'These

goals don't really do it for me. You're one of the most successful sports coaches of your generation. The sky is the limit, so why would you want to limit your potential in this way?' There was a long silence and a penetrating stare from my affronted client, but I am pleased to say that they re-drafted their goals to create the 'wow' factor and, some months later, they also achieved a dream appointment in a national coaching role. As Goethe said, 'Boldness has genius, power and magic in it'.¹ What bolder goal could there be for a purpose-driven leader than to set a five- and ten-year vision to become a force multiplier? Furthermore, how will we solve the challenges we have in this world without people like you setting goals like these? Levels five and six of Maslow's hierarchy compel us to set such goals as an act of service and self-fulfilment, because this is where our heart's passion meets the world's deep hunger. This is the point at which our purpose is reconciled with our trauma in an act of profound healing and transformation.

Dr Frank-Jürgen Richter – a force multiplier

What does it mean to be a force multiplier? Maybe an example would help. Dr Frank-Jürgen-Richter is the founder and chair of the Horasis global vision community. Frank set up Horasis in 2005, and I have had the privilege of speaking at several Horasis events around the globe. Horasis is a community of thousands of purpose-driven leaders from the world of business, politics and non-governmental organizations. It is a mini-Davos with Frank as the understated purpose-driven leader who uses his networking and organizational gifts to be a force multiplier in that community. Many individuals give their time voluntarily to the Horasis community because of the trust they have built in Frank as he has built the Horasis community over the past 20 years. He regularly attracts the CEOs of major corporations, government ministers and the heads of global charities to Horasis events. All participants give their time freely because they are inspired by the Horasis mission to 'explore, define, and implement trajectories of sustainable growth'.²

Whenever I speak with Frank, I marvel at the calm, assured way he goes about his work. He appears to have mastered the *UP*, *IN* and

OUT of purpose-driven leadership and is now leveraging his impact on a global scale. I wonder whether the younger Frank of 2005 would have believed what was possible over the next 20 years as he started out with the audacious goal of creating a global visions community. Thank goodness he was bold because Horasis is a force for good. In leading Horasis, Frank has become a force multiplier.

Not every force multiplier sets up a global visions community. Some write books. Some become philanthropists. Some become B Corp leaders. Some become mentors and coaches to others. It depends on your gifts. The same gifts that help you thrive as a purpose-driven leader in the short term can be developed and extrapolated to enable you to become a force multiplier in the long term. I firmly believe there is a force multiplier in all of us, but the exact form it takes will vary from person to person. Frank's superpower is building global networks. What is yours? This chapter will explore different paths to becoming a force multiplier. To help chart the course, we will consider two different timeframes – the next five years and the next ten years. For each timeframe, we will use my personal experience and the experience of my clients to stimulate your imagination and stir the force multiplier vision inside of you.

The five-year vision

Over the next five years, what might be your first step in becoming a force multiplier? I will give you three possible paths to explore in response to this question. These paths are not mutually exclusive nor comprehensive; they are presented as ideas only. Your path could be quite different from any of these three. I suggest you work with your trusted peers and confidants to tailor your own unique vision.

The first path – the B Corp in you

This path involves committing your organization to become a B Corp, or similarly accredited organization. You might have already made this step, in which case you can skip this, but many readers will not have gone through the full accreditation process involved because

it takes time, energy and focus. Equally, you might not have heard of B Corp before reading this book, so I encourage you to research the vision and values of this global community of businesses committed to being a force for good.

In your sector and country, there may be other equivalent business accolades that you could aim for that mark out your organization as a force for good. For example, in the UK we have the ‘Sunday Times Best Places to Work’, which recognizes organizations who ‘create a happier and fulfilling working environments for all, by fostering engagement from their teams, yielding great business and performance in return’.³ Similarly, one of my clients was incredibly proud to be named as one of the Top 25 Best Big UK Companies via a different award scheme where they were recognized for ‘the open and honest relationships that employees have with their line managers and the work the company does to support the career development of all their employees’.⁴ All such awards demonstrate to internal staff and external clients that you care beyond profit alone. They mark you out as being on the purpose-driven path.

For you personally, such an award is evidence that you have made a step toward becoming a force multiplier because you are no longer satisfied with your private thriving; you now want to spread the word to inspire other leaders to do the same. Some clients I work with shy away from such public stages, regarding these awards as marketing gimmicks. They prefer to focus on delivering the substance of being a purpose-driven leader. They do not want the limelight because they have seen examples of leaders whose egos have craved such recognition and who have then fallen from grace when it turned out that the image did not match the reality. We do have to be careful not to get caught up too much in the preening that inevitably accompanies these awards. Nevertheless, we leaders cannot afford to ‘hide our lights under a bushel’. Our stories cannot inspire others unless they are told. Sometimes we are the only person who knows the story; if we don’t tell it, who else can?

Whichever path we take, the journey to becoming a force multiplier always involves getting over the false humility of hiding from our audience. I have struggled with this challenge over the years.

Imposter syndrome strikes me every time I dare to speak in the name of leadership. It is striking me right now as I write this book because I am pushing myself further into the open than I have previously. There will be those who disagree with me, criticize me and even ridicule me. It is tempting to hide from such unwanted attention, but then I will have let them win, those ‘cold and timid souls who neither know victory nor defeat’.⁵ Being a force multiplier requires you to step into the arena. Becoming a B Corp may be your first step on that path.

If this is a path that appeals to you then where would you start? I suggest seeking out a B Corp leader in your network who has already gone through the process. Ask them how they did it and what they are getting out of it. Quiz them on the challenges and the rigours of the accreditation process. Check out the B Corp website in the UK at <https://bcorporation.uk/> and subscribe to their regular newsletters. You can then put this idea onto the agenda of your next leadership team meeting and gauge the current appetite amongst your peers. Is this a vision that excites them? Are there colleagues who are willing to form a small team to lead the process? How would becoming a B Corp align with your existing plans and priorities? These first steps will allow you to test the water. If you feel you have a green light then jump in. If not, let us consider other paths that are open to you.

The second path – the coach in you

This path will exercise your force multiplier skills by becoming a coach. Over the past 20 years, I have coached over 130 CEOs from 22 different countries. Those CEOs are responsible for hundreds of thousands of employees and many billions of dollars in revenues. By getting alongside them in their most challenging moments, I have had the privilege of leveraging my impact beyond what was possible from running my own organization alone. Being a force multiplier as a coach is akin to trusting in the butterfly effect:⁶ the chaos theory idea that small acts can create profound impacts through the many interactions that occur in complex systems. As a coach, you are not on stage engaging with thousands of people but you are engaging deeply

with one leader. You may be present with that leader when they unlock the hidden potential in themselves that positively impacts thousands of people over many years. That is an exciting role to play.

I am currently working with a purpose-driven leader in the public sector who I have supported for over seven years through their first CEO appointment and then through a promotion to lead a larger organization and finally to take up a national leadership role. They have thrived with every step up the ladder and they have significant potential to be a force multiplier in the coming years. Becoming a coach is the path they have chosen to make this next step. Like all of us who have taken this path, it initially involves wearing a novice's white belt. Returning to school to learn new skills and starting again from the bottom is difficult when you have already succeeded in a given field. Still, if the leader is not prepared to humble themselves in this way, they will never transition from being a highly successful purpose-driven leader to become a significant force multiplier. My client will enrol on a coaching skills course as their next step and is negotiating a nine-day fortnight with their current employer which will allow them to make the coach skills training a priority. Such is the goodwill and track record that they have built in the CEO role, I am sure they will get the support they need for this step of personal development.

It reminds me of when I was making my own first steps as a coach. I was 37 and operating as international managing director in a FTSE 100 plc. I asked to go on a four-day week at a time when such flexibility was unprecedented. I expected the door to be shut firmly in my face but it wasn't and I worked a four-day week for three years as I trained and practised as a coach. I was so grateful of my employer's support that I made sure that I delivered fantastic results in the day job. I didn't let them down and I am forever grateful to those who took a risk to back me at that time. Maybe you have earned the right to ask for similar sponsorship on your path to become a force multiplier. You will never know if you don't ask.

The coaching path will suit more introverted leaders who have the gift of quickly winning the trust of others and can speak truth to power. It helps if you are a great listener and are curious about the

psychology of leadership. It's probably not the path for you if you need to have your own hands on the steering wheel and are unwilling to commit to earning new qualifications that give you confidence and credibility in the market.

As part of my own development as a coach, I trained at the weekends on various part-time courses and then set up a stall at my local David Lloyd fitness club on Sunday afternoons. It was from this stall that I courted my first clients. These were not CEOs but everyday folk looking to lose weight, quit smoking or develop their careers. I vividly remember receiving my first payment – a cheque for £50. It was a shock. I didn't realize at the time that, three years later, these baby steps on the coaching path would lead to me resigning from my high-profile plc role. However, I'd underestimated the vision of my then-CEO who offered me the opportunity to stay on in the company and become their first Director of Coaching. That was an even bigger shock than winning my first client and a testament to the force multiplier role that my then-CEO was playing for myself and others in the company. I went on to work with over 50 of the top 100 leaders in that 40,000-person global organization. It gave me my first taste of being a force multiplier and it spurred me on to set up my own coaching business.

These experiences taught me that you do not always need to know the full plan, you simply need to take the first step. For you, that first step could be reading a book. It could be enrolling on a course. It could be working with an executive coach yourself to experience the impact. As David Whyte says, 'Start close in, don't take the second step or the third, start with the first thing close in, the step you don't want to take'.⁷ Begin it now. In my experience, it is amazing the doors that can open if you have an inspiring vision, ask for help and are bold enough to take a few risks along the way.

The third path – the community leader in you

The path to becoming a B Corp leader or a coach may not appeal to you, or external factors may block it. An alternative to consider in a five-year timescale is the force multiplier path of becoming a

community leader. Many books will encourage you to become a great networker, but fewer books will encourage you to go beyond networking and focus on building a community. As I highlighted in Chapter 4, communities are highly nourishing for the purpose-driven leader, but somebody must lead them. In the same way that your local scout group cannot function without its voluntary community leaders, leadership networks like B Corp, Vistage, the Institute of Directors or YPO cannot function without the paid and unpaid support of committed leaders. Compared to the coaching path, this step will suit a more extroverted leader who enjoys the social buzz and camaraderie of bringing people together for a common cause.

For me, this is a path that I have hugely enjoyed in my career, but I find it more demanding than the role of being a coach since I am, at heart, an introvert and I find that leading communities drains me. I know others who thrive on this aspect of being a force multiplier. Jonathan Worsley leads an events company called The Bench.⁸ The Bench organizes conferences and events for the hotel and hospitality sector worldwide. Jonathan comes alive as he and his team welcome thousands of diverse leaders to stunning international locations, where he bounds onto the stage with the enthusiasm of a true force multiplier. Over many years, Jonathan has built his reputation as a force for good in his sector such that he is now trusted to lead that community and so leverage his personal impact. The Bench has positively influenced the lives of thousands of leaders, not just to maximize profits but also to steward the planet wisely and give back to local communities. Could you be the Jonathan Worsley in your sector over the next five years? Could you harness the energy and purpose of the wider community as a force for good?

The Bench is Jonathan's business. It's his full-time role. You may need to develop as a community leader while holding down a full-time and demanding CEO role. Like all the paths to becoming a force multiplier, the purpose-driven leader needs to create the capacity to take on extra responsibility. How do they do that when they are already fully committed and may have additional personal priorities, such as a young family or elderly parents?

I asked this question to a client who appeared to have an incredible capacity to take on new and varied professional roles whilst still appearing calm and unhurried whenever I met him. ‘How do you do all this stuff without the wheels coming off?’ I asked him. ‘It’s simple, John,’ he replied, ‘I make aggressive trade-offs’. In a flash, those three words explained all I needed to know. Aggressive trade-offs: the ability to ruthlessly say no to anything that is not core to purpose. My clients reading this book will roll their eyes as the words ‘make aggressive trade-offs!’ echo in their heads. I don’t apologize for repeating them here because the difference between many a successful purpose-driven leader and becoming a force multiplier is the failure to make aggressive trade-offs. By aggressive, I mean that we don’t let anyone steal even one minute of our time without understanding how it contributes to our purpose. You have no scarcer resource than time because no one can create more than 24 hours in each day. Time, unlike money, is finite. It must be jealously guarded. We force multipliers must be ruthless in making purpose-driven choices.

Before we move on to look at the ten-year perspective, I invite you to pause and think about the next five years. Have the previous sections stirred in you a vision to become a B Corp leader, a coach or a community leader? Have they stimulated you to think about other paths that may be unique to you and your gifts? I hope so. I hope that, despite the busyness of your current life, you can commit to making the first step to becoming a force multiplier. I want to bump into you in five years’ time and hear that today was the day you made the first step. Why not?

The ten-year vision

When you look further into the future and contemplate a ten-year view, you can be completely liberated from the constraints of the practical and the realistic. Who knows what could happen in ten years’ time? It is a blank sheet of paper; therefore, you can write

anything on it. As Dr David Hall said, we need to ‘forget about the how and focus on the wow’ when we get into this stage of creative goal setting. A ten-year vision can act as a magnet that pulls us into the future, so building this vision is essential to our present-day focus. We often feel so constrained by our past that we need these future magnets to create a counter-force that can release us from limiting beliefs and fixed perspectives.

The first path – the speaker in you

For some leaders, the idea of finding their voice is a ten-year dream. I held such a dream for many years and I found it both daunting and hugely exciting. As a force multiplier, your voice is a powerful tool. Because words matter, whether these words are heard via a podcast or in a workshop or a thousand-seater presentation theatre, your words might be the key to unlocking the potential of other purpose-driven leaders who are earlier on their path.

Many aspects of finding your voice can be worked on whilst you fulfil your immediate priorities. Every day you are speaking in meetings. Every day you are briefing your staff or motivating your team. When looked at this way, oratory skills are the bread and butter of most leaders’ weekly routines. Having the goal that one day you will step onto the stage as a professional speaker enables you to see the opportunities of your current role in a different light. Maybe the next meeting is a chance to improve the way you structure information when you talk? Maybe that next one-to-one is ideal for practising the art of being sensitive to your audience and picking up subtle feedback and cues? Maybe the next sales pitch is a dry run for a future keynote speech where you motivate and inspire a sceptical audience? Who knows the opportunities these skills might open for you if you decided you were going to become a Master of Communication and then spent ten years practising whilst everyone else was doing the same old thing. This is the power of having a ten-year vision.

There have been many occasions where I have been walking down the street to a speaker venue, warming up my voice as I walked. I

would be doing scales using words like ‘Gug, gug, gug...’ and ‘Mum, mum, mum...’ and ‘Nay, nay, nay...’ whilst bemused passers-by scrutinized me with alarmed expressions. At that time, I was getting great feedback for the content and applicability of my keynote sessions but one audience member commented that I sounded ‘monotone’. This was manna from heaven. Feedback that I could accept, understand then work on. Now, I don’t speak my presentations, I sing them. I can afford to focus on this aspect because I have automated many of the other aspects of speaking through endless repetition.

When I began learning tai chi, at my first class I thought I had lost control of my limbs when I compared myself to those who had been practising for years. Only through disciplined repetition over 15 years did I memorize the movements, bring my breathing under control, and then shut my eyes until it looked like I was doing tai chi in my sleep. I firmly believe that over ten years of endless repetition, you can become a black belt at anything if the vision is powerful enough to motivate you to keep going.

If finding your voice appeals to you as a path to becoming a force multiplier, then now is the time to put that vision out there and make a start. You could read Ryan Avery’s book *Speaker. Leader. Champion*⁹ and learn more about his story of becoming the public speaking world champion (yes, there is such a thing). I have seen Ryan speak and I knew when I watched him that he was operating at a different level. His example and his writing transformed my speaking skills.

Alternatively, you could sign up for some advanced presentation skills training, step out of your comfort zone and practise a new element of your speaking presence. When I was 29, I took voluntary redundancy from my then-employer, British Gas. We were entitled to a £1,000 training grant as part of the severance package. You can guess what type of training I invested in. Thirty years later, I still have the video of my practice speaker presentations from that course, which are unashamedly amateurish. It would be another 18 years before I became a professional speaker, yet even back then I was eyeing the prize and working out how to achieve it. Finding your

voice is a joy; for some readers it will be the path through which you become a force multiplier. But others may prefer to write rather than to speak...

The second path – the book in you

It is said that there is a book in everyone and I believe that is true. In the same way as becoming a coach, those who have a more introverted personality might not see themselves speaking on the stage but would rather put their energies into writing. Again, we can start small by writing blogs or short articles for trade journals. Even writing sales proposals exercises writing with impact and builds knowledge of the tools and techniques that support the writer's craft. I have had the privilege of working with clients who have set goals to write books and nothing beats the joy on their faces when, some months later, they proudly present me with my free signed copy.

However, my proudest coaching moment involved working with my son, Rob, when he was 16. Out of the blue, he wrote a self-help bestseller. I remember going on a cycle ride with him after he had finished his GCSEs and we stopped off for lunch at a local pub. At the time, he was looking for a summer job and, like many eager parents, I was keen for him to taste the working life. Over a sandwich, he protested to me that 'he didn't want a job stacking shelves in the local supermarket', so I challenged him and said, 'Well, what do you want to do then?' He said he wanted to write a book to help young people pass their exams. I thought 'wow' and offered my support. After many hours reviewing and refining the text, *How to Achieve 100% in a GCSE* was self-published six months later – 'a book written by a teenager for teenagers'.¹⁰ It took off and was suddenly no. 16 in the Amazon UK book charts. We had journalists knocking on our door wanting to interview Rob and he was soon earning thousands of pounds from the monthly royalties. As he often reminds me, his book has sold more copies than all my books put together. It set him on a path as a leading academic and writer and I am humbled to have been there when he first gave birth to his vision.

When we are young, we are often fearless; this naivety helped Rob commit to his goal. As we age, we can lose that element of daring imagination and miss the opportunity to strike out on a new path. I regret not starting my own writing career as early as my son. I was so busy running projects and then businesses in my early career that I did not give it a thought that I would one day become a writer. Unlike the speaking path, I had no idea that this was something I would do later in life. I needed to become a coach before I had the vision to contemplate writing a book. As you take steps to become a force multiplier, other opportunities you might never have predicted can suddenly come into view. Sometimes, when you step out on the five-year vision, the ten-year vision also unfolds in front of you.

I took it one step at a time on my own writing journey. First, I wrote articles for coaching magazines. Later, Ian Day and I self-published a short book called *Where Were All the Coaches When the Banks Went Down?*.¹¹ We wrote that first book as a marketing exercise for our business rather than as a 'serious book', but it opened the door to writing our first mainstream published book, *Challenging Coaching*, with Nicholas Brealey as our publisher.¹² I remember the moment when Ian and I were sat in Nicholas's dusty London office in Farringdon and he was about to give us his view on our proposal to write a book for him. His office was full of books written by my heroes, like Peter Senge and Sir John Whitmore. I fully expected that he would tell us to run along and stick to the day job. You could have knocked me over with a feather when he said he wanted to publish the book. Again, this experience demonstrated to me the power of building a powerful vision and then implementing it one step at a time over a period of years. Following the success of *Challenging Coaching*, I had an appetite to write a book entirely in my own name and Kogan Page gave me that opportunity in 2014. One step had led to another.

Writing books has been the most generous thing I have ever done. I once worked out that the opportunity cost of writing my books is over £1 million. In other words, if I had not spent hundreds of hours writing books but had spent them coaching instead, then I would be

£1 million better off. That is a serious investment. But the payback on books is not money, it is impact and purpose. Writing books is an activity at levels five and six of Maslow's hierarchy and, unless your name is J K Rowling (or Robert Blakey), you undertake it as an act of giving. Nevertheless, if you find writing easier than speaking, writing a book could be your route to becoming a force multiplier. It is a hugely exciting journey to go on and I hope I help many other leaders go on that journey in the coming years.

The third path – the philanthropist in you

If writing is an act of surrogate giving, then philanthropy is pure giving. As a philanthropist, you are not giving time, you are giving money. We are all philanthropists; it is just a question of the scale of our giving. You are practising philanthropy whenever you sponsor someone to complete a 100 km cycle ride. You are practising philanthropy when you place a few coins in the hands of a homeless person. But do you index-link your giving? In other words, do you still give now what you gave 15 years ago when you maybe had much less to your name?

If you are a successful purpose-driven leader, then it is likely that you will accumulate some degree of wealth throughout your career. You might not be earning the mega-bucks of New York bankers who are entrapped in the profit-driven world, but you may still find yourself with lucrative equity investments or a generous remuneration package. The £5 you gave a homeless person ten years ago might now be the equivalent of £100 as a fraction of your total wealth, but in my experience, no one places £100 in the hands of a beggar. Without an imaginative vision, our philanthropy will be cut short repeatedly by the norms of the average world. Yet, as force multipliers, we want our giving to also multiply both in our hands and in the hands of others.

I have a client who has spent two years building the vision for his giving. Every time I work with him it inspires me. I believe that one day he will realize his dream because his conviction is firm and his diligence is sound. He is taking the steps one at a time. This leader

works in a private equity-backed, profit-driven environment and yet he is deciding to make money a force multiplier that will allow him to fulfil his purpose. Unknown to those around him at work, he is building up his company to create a store of wealth, the bulk of which he will one day give away. This vision motivates him to deliver results in the profit-driven world because it is the means for his wider philanthropic mission. In effect, he is a purpose-driven leader operating covertly in the profit-driven world. It is a secret mission and I am privileged to be one of the few people who are supporting him in that cause. Of course, it may never happen. Misfortune could strike at any moment, but the nobility of the vision still stands regardless. To be successful philanthropists, we do not have to be Bill Gates or Warren Buffet. We simply have to index-link our giving so that as the vision for the rest of our lives grows, our philanthropy grows too. Isn't that an exciting possibility?

Like writing and speaking, I came to philanthropy later in life. I am a Yorkshireman. We are known to be careful with our money. My wife is an accountant, which added another layer of financial protection to my philanthropic dreams. In the introduction to this book, I shared how it took a lively Christmas client dinner to unlock my inner philanthropist when my clients challenged me to set a new goal and start a business to promote the work of my book *The Trusted Executive*. I was completely cold about the idea until one of them suggested making it a charity and then I was hooked. I thank those clients for challenging me so expertly that evening. I was determined not to let them down and, in 2017, I founded The Trusted Executive Charitable Foundation with my fellow trustees Craig Wood and Steve Larke. We have the goal of gifting over £1 million to UK-based Christian charitable causes that are inclusive at the point of need. As I write this book, we are five years into the mission and we have gifted over £300,000. We have no idea how we will gift a further £700,000 in the next five years, but we're trusting that a 'hockey stick effect' miracle will appear from somewhere.

As with a number of such ventures in my career, I am way out of my comfort zone and haunted by the prospect of failure. However, even if we never gift a penny more, I do at least feel I have

index-linked my giving to some extent. It is no multi-million-pound foundation, but it is our foundation and it is my best effort at becoming a force multiplier through financial giving.

Maybe you can beat that? I hope so. Wouldn't that be a purpose-driven way of capitalizing on our competitive instincts? How might you create a philanthropic vision that allows you to index-link your giving? The beauty of starting that thinking now before you have the money to give is that if you write the vision down and share it with other people then you will generate a sense of accountability. Without such a public and personal commitment then it is all too easy to let the days pass by without realizing that you missed the day to start giving. You then adapt to a new norm and persuade yourself that, for one good reason or another, you can't yet afford it. Don't let that day creep up on you unnoticed. Commit your future self today.

Force multipliers for the changed times

There you have it. Six different paths to becoming a force multiplier: B Corp, coach, community leader, speaker, writer, philanthropist. I am excited to know which path appeals most to you and even more excited that you may think of other unique paths that carve out your own force multiplier niche. When we think of the needs of the future, we are reminded of the changing leadership landscape described in Chapter 2, as summarized in the table below.

TABLE 8.1 The changed leadership landscape

Change in context	What we have lost	How it makes us feel	What we need to rediscover
Post-modern	Respect	Angry, futile, resigned	Intrinsic values
Post-pandemic	Security	Lonely	Connection and fun
Future-fragile	Hope	Hopeless, nostalgic, bitter	An inspiring and believable vision

Given these trends, we can expect an increasing demand for purpose-driven leaders who can help others get in touch with and live out their values. This is reflected in the recent growth of the executive coaching profession, the focus on mental health in the workplace and the rise in the number of leadership peer groups. Post-modern workers will feel lost as they see the fault in everything and the value in nothing. They will need help to find purpose and build the motivation to pursue that purpose. We can see this need in the rise of various podcast communities, e.g. 'Diary of a CEO', and the success of books such as Jordan Peterson's *12 Rules for Life*.¹³

Post-modernism may also lead to a yearning for a greater spirituality in people's lives, but one which is not tied to a traditional religion. There will be a need for leaders who can engage a sceptical audience with spiritual truths without triggering baggage from the past. Post-pandemic, and with a fragile future, talent will be attracted to workplace communities that are meaningful and fun. The Chief Fun Officers will be in demand. Those force multipliers that can help purpose-driven leaders create strongly bonded teams and highly engaged organizational cultures will continue to thrive. The workplace will need to become an entertaining place as AI puts an emphasis on human creativity and innovation. Hope will continue to be an important word. We will see more books written about hope and more emphasis on what it means to be a beacon of hope as a leader. This topic will link to the earlier comments about spirituality as hope will inevitably require some basis of faith.

Depending upon the bias of your gifts as zealot, martyr or Pied Piper, you will be more suited to one force multiplier path or another. The passion and energy of the zealots will lend them to roles as speakers and writers. The selfless, giving nature of the martyrs is well matched to a role in personal helping professions such as coaching, or to the pure giving of the philanthropic path. The brilliant engagement and resilience skills of the Pied Piper make them suited to force multiplier roles as community leaders. There is a path for everyone if we start to stake it out soon enough in our careers. Writing this final chapter has reminded me of the 'exploding possibilities of the world

that might be'. Yes, the future may seem fragile at times, but it can still be full of unexpected opportunities if we hone a five- and ten-year vision and stay alert to the chances that each day brings to make those visions a reality.

A leadership fable – coaching a force multiplier

Alisa felt sad that her work with Ajit was coming to an end. She had learnt so much. The coaching had helped her navigate the first eight months in her first role as a purpose-driven CEO. She was feeling focused in the role. The early results from the team were encouraging. Life was good. As she prepared for her final coaching session, Alisa expected that Ajit would simply summarize everything that had gone before and bring the programme to a close, so she went through her notes and reminded herself of the key coaching moments.

However, when the day arrived for the final coaching session, Ajit surprised her. 'We're not going to do a summary of the coaching, Alisa. That's boring. And besides, you have probably done that already. No, today we are going to end with the start in mind,' Alisa looked puzzled, 'Don't you mean start with the end in mind, Ajit?' 'No, I mean we are going to end with the start in mind, Alisa. This is our final session, but I am going to challenge you to start building a new vision. Someone like you has the potential to not just thrive as a purpose-driven leader and be a force for good, but also to become a force multiplier.' Now Alisa was even more confused. 'What on earth is a force multiplier, Ajit?' 'A force multiplier is someone who takes the good and multiplies it by inspiring future leaders. What finer vision could there be? And you, Alisa, could be a force multiplier if you have the courage to shoot for the moon.'

'That's all very flattering, Ajit, but I've only been in this role at GoZero for eight months, shouldn't I be focused 100 per cent on this immediate challenge?' 'I can understand how you might think that, Alisa,' replied Ajit, 'but look at it this way. Life is not a dress rehearsal. In the blink of an eye, you will have been in this job for three years, your children will be growing up, life will keep crowding in with

urgent demands. The opportunity of the future can slip through your grasp whilst you run ever faster just to stay in the same place. I work with a lot of senior leaders in their 50s who are counting down to retirement and I work with a smaller number who are counting up to being a force multiplier. Which one do you want to be?’ Alisa pondered for a moment and then said, ‘Well, if you’re going to put it like that, then count me in. How do I sign up for this force multiplier gig?’

One hour later, the flip chart in the room was covered in frantic scribbles. Words like ‘coach’, ‘writer’, ‘philanthropist’ sat alongside colourful arrows pointing towards the future. It looked like the cover of a book. Alisa sat hunched over her laptop and was typing away. Meanwhile, Ajit was waiting. He knew that Alisa had tapped into some inspiration and he didn’t want to disturb her thoughts. Eventually, Alisa leaned back in her chair and cried, ‘It’s done!’ Suitably intrigued, Ajit enquired, ‘What’s done?’ ‘I’m enrolled on the course,’ clarified Alisa. ‘I’ve taken the first step to becoming a force multiplier. In 10 years’ time, I want to be the leader of a new political party that champions a sustainable future. That is the powerful magnet that is going to pull me forwards. And my first step is to enrol on the world’s leading sustainability programme in the US.’

Ajit couldn’t resist asking a devilish question, ‘But shouldn’t you be focusing 100 per cent on your CEO role here at GoZero?’ ‘Very funny, Ajit. You know this is a win-win between the present and the future. In the present, this programme will help me become a spokesperson in the sector and raise the profile of GoZero, which is an important part of my role as CEO. In the future, the programme will build knowledge and relationships outside GoZero that might open doors for me to become a force multiplier.’ ‘Bingo!’ shouted Ajit. ‘We’ve ended with the start in mind. Well done. Now we can bring the programme to a conclusion. What are your biggest takeaways from our work together?’

Alice scanned through the notes she had prepared for this final coaching session. ‘It’s been an emotional rollercoaster. I remember early in our work as I was struggling with the new role and grasping the reality of the changed leadership landscape, I felt overwhelmed

and despairing of some of the behaviours I was encountering in GoZero. It was a powerful moment when we named the three elephants in the room – Mary, Bob and Sue. The angry one, the lonely one and the hopeless one. Somehow, that was a turning point because I realized that it is not all about me. There are big changes afoot in the world that are affecting all leaders and changing the nature of our roles. What we can do is accept these changes and raise the awareness of ourselves and our teams of this context.

‘I also vividly remember you telling me the parable of the two wolves. That story reminded me that, even though I cannot control the wider landscape, I can decide on which wolf I feed because that is the wolf that will grow in me. I find it very helpful to think of each day as a menu from which I choose the dishes that nourish me from the *UP*, *IN* and *OUT*. Over the months, I have learnt which of the 19 exercises from the thrival kit are most helpful to me. Despite my initial difficulties with it, the trackdown exercise has become a life saver. I have used it several times now when I have felt stressed and overwhelmed by particular events of the day. It amazes me how writing things down and answering a small number of simple questions can shift my mental state so noticeably.

‘I am also a big fan of the monthly check-in on my goals for the triple bottom line. I have established a small group of leaders in my sector and we share our check-in with each other via a one-hour Teams call. The call always reminds me of the big picture and refreshes my motivation. You will be pleased to hear that I have come to terms with being a Pied Piper and am working on building my *UP* diet. Interestingly, I have found opportunity in recent weeks to have conversations about my spiritual faith with colleagues and staff in GoZero. These conversations felt natural and safe, but I am not sure I would have had them if we had not had that conversation about how I best navigate the topic.

‘Having said all of that, you asked me for my biggest takeaways and I am ending the programme no longer daunted and overwhelmed, but excited to contemplate the vision of becoming a force multiplier. I certainly don’t know how I will become the leader of a new political party, but even the idea of it lifts my spirits every time I think about

it. And I have taken the first step. Not the second or the third, but the first. The one I didn't want to take. I'm on the path and that feels great.'

With that final flourish, Alisa fell silent and took a sip from her bottle. Ajit was beaming from ear to ear. 'Thank you, Alisa. You have just reminded me why I do what I do. It is to help people like you thrive as a purpose-driven leader and take the first steps in becoming a force multiplier in the future. That is my purpose. It lives next door to my trauma, but that is another story. For now, I wish you well and look forward to keeping in touch as your journey unfolds'.

Notes

- 1 Goodreads (nd) Johann Wolfgang von Goethe quotes, www.goodreads.com/quotes/732206-anything-you-can-do-or-dream-you-do-begin-it (archived at <https://perma.cc/4MGR-X4MP>)
- 2 Horasis, <https://horasis.org/about/> (archived at <https://perma.cc/U2HG-YZFA>)
- 3 *The Sunday Times* (2023) Revealed: The Sunday Times Best Places To Work, www.news.co.uk/latest-news/revealed-the-sunday-times-best-places-to-work/ (archived at <https://perma.cc/TZN3-4A2P>)
- 4 Suez in the UK (2022) Suez recycling and recovery UK ranked amongst top 25 Best Big UK Companies to work for in 2022, www.suez.co.uk/en-gb/news/press-releases/221107-suez-recycling-and-recovery-uk-ranked-amongst-top-25-best-big-uk-companies-to-work-for-in-2022 (archived at <https://perma.cc/ED96-UEY8>)
- 5 Goodreads (nd) Theodore Roosevelt quotes, www.goodreads.com/quotes/7-it-is-not-the-critic-who-counts-not-the-man (archived at <https://perma.cc/97MP-PR95>)
- 6 Wikipedia (nd) The Butterfly Effect, https://en.wikipedia.org/wiki/The_Butterfly_Effect (archived at <https://perma.cc/E4LU-JP6D>)
- 7 Whyte, D (nd) Start Close In, www.mindfulpath.com.au/application/files/4115/6582/9837/Start_Close_In_by_David_Whyte.pdf (archived at <https://perma.cc/7J7Y-DZZB>)
- 8 The Bench (nd) Our Mission: Inspire Transformation, www.thebench.com/ (archived at <https://perma.cc/7R8E-AJN3>)
- 9 Donovan, J, Avery, R and Valentine, C (2014) *Speaker, Leader, Champion: Succeed at work through the power of public speaking, featuring the prize-winning speeches of Toastmasters World Champions*, McGraw Hill Professional

- 10** Blakey, R (2009) *How to Achieve 100% in a GCSE: Guide to GCSE exam and revision technique*
- 11** Blakey, J, Day, I and Hurley, A (2009) *Where Were All the Coaches When the Banks Went Down?* 121 Partners, Great Britain
- 12** Day, I and Blakey, J (2012) *Challenging Coaching: Going beyond traditional coaching to face the FACTS*, Hachette UK
- 13** Peterson, J B (2018) *12 Rules For Life: An antidote to chaos*, Random House Canada

Conclusion

As I was writing the conclusion to this book, Jürgen Klopp announced that he would be stepping down as the manager of the UK football team Liverpool FC. He's been at the helm for eight years. Regardless of your interest in football, we can all agree that Klopp was a highly successful purpose-driven leader. In his field, he is a force for good. During his time at Liverpool, the team won various major trophies, and he was regarded as one of the greatest coaches in the world. Furthermore, Klopp left his role whilst still at the top. He rebuilt a young Liverpool team with lots of potential to win further trophies in the coming seasons. To use the language of the '12 Resilience Tips' from Chapter 4, Klopp gave up on a good day – a rare achievement indeed in the cutthroat world of elite sport. Yet, of more interest to me was the reason he gave for stepping down in his dramatic press conference. He said that 'he didn't have the energy for the role anymore'. At 56, Klopp was not an old man. He had a lot more to give as a purpose-driven leader, but eight years of leading Liverpool FC had clearly taken its toll on this exuberant and determined individual. In effect, Klopp was saying that he was no longer thriving in his role. He was now simply surviving.

Who knows whether the *UP*, the *IN* or the *OUT* of purpose-driven leadership had become Klopp's Achilles' heel? Reading between the lines, it sounded like he had somewhere lost his enthusiasm for the role. It is hard to pigeonhole him as a zealot, a martyr or a Pied Piper since he seemed to have it all. Clear purpose. Boundless energy. Devoted followers. It turns out that none of us are immune to the

demands of the purpose-driven role. As you read this, I wonder where you are regarding your energy for your existing assignment? If you had to score yourself out of 10 in terms of your energy, where would you pitch yourself and how would this score compare to your score from 12 months ago? Do you still have what it takes for your role? At what score would you consider that it was time to give up on a good day rather than wait for events to overtake you? If it is not a good day to give up, how can you improve your score in the coming months? Pause for a moment and reflect on these crucial questions.

As mentioned in Chapter 4, in my role as founder of The Trusted Executive, I realized after seven years at the helm that I no longer had the energy for the role. Like Klopp, it surprised me to reach this conclusion since I had always been chomping at the bit and 100 per cent committed to everything that I did in leading that organization. I don't know whether it was the experience of the 2020 Covid-19 pandemic, or whether it was the challenge of adapting to the post-modern workplace, or the prospect of further disruptions in the future-fragile world, but the light in my torch was fading. There were various symptoms. I couldn't feel the power of the purpose in the same way as I had done in the early years (*UP*). I didn't have the resilience of before (*IN*). I was losing connection with those who I led (*OUT*). It wasn't logical, but it was no less real because of that.

I like to think that I gave up on a good day. We weren't in the midst of any particular crisis and we managed the succession planning carefully. After I had stepped back from my day-to-day role, I started writing this book. As with all of my books, I was first seeking to make sense of my own experience. For me, writing is a form of therapy. As I write, I take a step back and I re-engage with the big picture. I slow down and I start creating frameworks to help me understand what I have been through. These frameworks then become the models at the heart of my work. In so doing, I gamble that my future readers are going through something similar and that my writing will help them make sense of their own world in new and valuable ways. That is how the *UP*, *IN* and *OUT* of purpose-driven leadership was created.

Now I have reached the conclusion of the book, I also realize that the process of reflecting and writing has changed me. I have now

made sense of my own experience and, in so doing, I have re-ignited my enthusiasm for the leadership journey. I have glimpsed a vision of many purpose-driven leaders, like you, thriving in their roles, becoming force multipliers and stepping forward to successfully engage the profound challenges of our time. I can see how this could happen and how it could make a positive difference in the world. I am thrilled to play my own small part in mobilizing you and others as a force for good.

In hindsight, knowing about the *UP*, *IN* and *OUT* model before I founded my last organization would have helped me prepare better for the unique challenges of the purpose-driven leadership role. It would have helped me anticipate the impact of the changed leadership landscape without taking those impacts so personally. I would have realized that some big shifts in the world are out of my control, and that insight would have made my leadership load lighter. As a coach, I was already using many of the tools and techniques described in this book, but cataloguing them using the *UP*, *IN* and *OUT* nomenclature would have helped me better communicate my approach within my team and apply it in a more disciplined way. Most of all, if I had done the questionnaire in Chapter 7 before starting my role, I would have realized I have the zealot leadership persona and I would have been more aware of the risks that come with that profile and how to mitigate those risks as the organization matured. On the plus side, if I had known about the possibility of becoming a force multiplier, it would have given me more confidence and purpose in the role since it would have extended the scope of my vision to include this book and beyond.

Of course, I have the excuse that this book was not written at the time when I needed it, so I couldn't know these things in quite the same way. You do not have the same get out. This book is available to you and you will shortly have read it. I hope you can use it to thrive for longer in your purpose-driven role than you might have without it. Yes, there is always a good day on which to give up, but there are many days prior to that in which you can thrive as a force for good. If you work the principles, models and tools in this book, you will thrive for 25 per cent longer, 50 per cent longer, or 100 per

cent longer. Your battery will be stronger. Every extra day you thrive in your role, you will be a force for good and, as this book helps you do that, I will also fulfil my vision of being a force multiplier. That is a win-win that is worth both of us fighting for, don't you think?

So, I am ending this book shining like a beacon of hope and I want to use the rest of this conclusion to remind you of the big picture that we started with and, more importantly, inspire you with a new energy and leave you with a renewed sense of optimism. With that in mind, let us recap on a story of hope, parts one to three...

Hope part one – seeing with new eyes revisited

‘The real voyage of discovery consists not in seeking new landscapes but in having new eyes.’ With these words, the idea for this book was born. I saw a picture of hope as I stared at that photo of the Himalayas taken from the village of Pathankot during a global economic lockdown. The possibility that a new purpose-driven age was gathering its strength and building its momentum. Many people have been similarly inspired to see with new eyes. In Chapter 2, I first cited Kate Raworth and her visionary book *Doughnut Economics: Seven ways to think like a 21st-century economist*.¹ In this book, Kate argues that, as we shift from the profit-driven age to the purpose-driven age, we must change the goal of our economic activities. As she says, ‘For over half a century, economists have fixated on GDP (gross domestic product) as the first measure of economic progress, but GDP is a faltering goal waiting to be ousted. The 21st century calls for a far more ambitious goal: meeting the needs of all within the means of the living planet.’ She later paraphrases this shift as a ‘switch of purpose from endless growth to thriving in balance’.

In the profit-driven age, GDP was a proxy measure for social progress. Like many ideas of that time, it came from the United States. Back in the 1930s, the US Congress wanted to know the country's national income, i.e. the total of all the income earned by the American people. In response, economist Simon Kuznets calculated the country's Gross National Product (GNP) for the first time.² The measure

proved so valuable in managing the economy that by 1960, there was an international GNP league table which showed all the major industrial nations vying for the most ambitious growth and regarding GNP as the magic wand that would fix problems ranging from unemployment and trade imbalances to national security and wealth distribution. By the late 20th century, GNP had morphed into GDP – the total of all income generated within a nation's borders and, with that, we were hooked. GDP has ruled our institutional lives ever since. As we have focused on GDP progress, we have grown blind to the unexpected and negative consequences of such a single-minded fixation.

Fast forward to 2012 when Kate Raworth first published her alternative economic vision in the Oxfam paper titled 'A Safe and Just Space for Humanity'.³ In this paper, she proposed an alternative economic goal to GDP and captured this in her now iconic doughnut model. The doughnut image represents the goal of creating a safe and just space for humanity. In this doughnut-shaped sustainability zone, humanity can thrive whilst respecting both environmental ceilings on the one hand and social foundations on the other. In such a world, the endless pursuit of economic growth, as measured by GDP, is tempered by equally critical measures relating to the environment (stable climate, fertile soils, healthy oceans, etc.) and social well-being (food, housing, healthcare, etc.).

Kate Raworth's novel economic thinking aligns well with the United Nations' 17 Sustainable Development Goals (SDGs). First formulated in 2015, these interlinked objectives create a 'shared blueprint for peace and prosperity for people and the planet, now and into the future'.⁴ For example, sustainable development goals include no poverty, zero hunger, decent work, climate action and strong institutions. The SDGs are intended to be achieved by 2030. You can check on progress using the online SDG tracker at <https://sdg-tracker.org/> (archived at <https://perma.cc/EM73-R6M5>). For example, SDG indicator 1.1.1 aims to eradicate extreme poverty, which currently measures the number of people globally living on less than \$1.90 per day. In 1967, this figure was estimated at 37.8 per cent of the world's population. By 2021, this percentage had dropped to 8.44 per cent.

SDG indicator 16.1.1 aims to reduce the number of victims of intentional homicide per 100,000 of the population. In 1990, this figure was 6.86 deaths per 100,000; by 2021, it had dropped to 5.61 deaths per 100,000. Such global progress should inspire new hope in us. It is not the data you typically read in your online newsfeed.

Alongside doughnut economics, the SDGs are further examples of seeing with new eyes. Like the smog clearing over Pathankot, these visionary initiatives reveal new perspectives on social progress that provide hope to those who sense the old world is (literally) running out of steam. I'll leave the last word to Kate Raworth: 'In a few decades' time, we will look back, no doubt, and consider it bizarre that we once attempted to monitor and manage our complex planetary household with a metric so fickle, partial and superficial as GDP.'⁵

Hope part two – B Corps revisited

It should be no surprise to find that the B Corp movement is inextricably linked with the pursuit of Kate Raworth's doughnut model and the United Nations SDGs. After all, the mission of B Lab, the not-for-profit organization that oversees the B Corp movement, is 'to transform the economic system into a more inclusive, equitable and regenerative economy'.⁶ To support its mission, B Lab has developed a 'theory of change' that captures the problems of the current economic system, the solution and the different strategies required to achieve that solution. As you would expect, the role and function of business lie at the heart of this theory of change. B Lab suggests that business is a big part of the problem because of its legal structures, its operations and its culture. The current legal systems of business promote social and economic inequality by prioritizing the needs of shareholders over other stakeholders, such as staff, the public, the environment and customers. The current operations of business degrade the environment because the metrics and KPIs of business prioritize short-term, financial success. The culture of business undermines individual well-being and social cohesion due to the incentive structures and governance norms of organizational life.

As a solution to these problems, B Lab's theory of change envisages a community of B Corp business leaders acting as catalysts for change, working alongside other parties such as investors, governments and industry influencers. Within the B Corp movement itself, the roll-out of the B Corp certification process tackles the challenge of changing the legal status of a company and transparently assessing the social and environmental impact of business, alongside its financial success. Lobbying of policymakers aims to create a context for business which aligns with B Corp's vision of the future. For example, in the UK, B Corp is working closely with the Better Business Act to change section 172 of the Companies Act to ensure businesses are legally responsible for benefiting workers, customers, communities and the environment while delivering profit.⁷ Similar collaborations exist in other countries where government intervention is required to facilitate an environment where business is positively mobilized to act as a force for good.

Yet the most powerful impact of the B Corp movement is its potential to act as a community of change-makers mobilizing like-minded, purpose-driven leaders. At regional, national and global levels, the expansion and interconnection of these communities will broadcast an alternative vision and narrative for business. As it grows, there will come a tipping point at which brands and businesses not engaged and aligned with the movement will be socially and economically ostracized. At that point, being knowingly outside the movement will be akin to operating in a black market that still exists but is marginalized and under constant, negative scrutiny.

The B Corp theory of change involves changing the world one company at a time; one purpose-driven CEO at a time. It is a model of social contagion in which companies will be the change they want to see in the world. It reminds me of the parable of the starfish on the beach. Any of you who have attended one of my keynote sessions will know of this parable because I always use it to close my presentations. In the parable, there has been a storm out at sea. Overnight, thousands of starfish have been washed up onto the beach and, in the morning, two people have arrived on their daily walks. One of these, an older man, is sat on a nearby rock, head in hands, surveying the

scene of devastation. The other, a young girl, is walking on the beach. Every so often, she bends down, picks up a starfish and throws it into the sea. Then she walks on, bends down, picks up another starfish and throws it back into the sea. This goes on for 20 or 30 minutes until the older man gets curious. He walks up to the girl and says, 'What are you doing?' 'I'm saving the starfish,' comes the reply. 'Saving the starfish!' he exclaims, pointing at the thousands of starfish lying on the beach. 'You'll never save all the starfish.' At this, the young girl fixes the man with her gaze, bends down, picks up another starfish, throws it into the sea and calmly says, 'I've just saved another one'.

Likewise, you might think it doesn't matter whether your company becomes a B Corp. Leadership life is complicated enough as it is without taking on another challenge. You can leave that to someone else, can't you? And besides, maybe it will never amount to the wholesale change to deliver the B Corp vision, so won't you get disillusioned and cynical along the way? Isn't it better not to get involved and watch from a distance? Well, maybe. But maybe not. B Corp needs pioneers to power it through its current stage of growth. It needs people on the beach saving their starfish and certifying their businesses. It needs brave, hopeful, purpose-driven leaders who are defiant to confront inertia and make their own small difference in their own small way. And if this inspires others to do the same, maybe one day we will all wake up and see with our new eyes that the beach has been totally cleared. It's a theory of change. It's logical and it can work. This book is written to help leaders like you find your starfish and throw it back into the sea. It is written to create force multipliers who can help others get on the beach and do their own purpose-driven work.

Hope part three – Maslow's sixth level revisited

Our final parting hope relates to Maslow's hierarchy of needs. It's only a model but it has stood the test of time, impressively so. You could argue that it did not suit the Industrial-Age culture for the

FIGURE 9.1 Maslow's hierarchy of needs



model to have more than five levels since the profit-driven system wanted the journey to stop at the level of self-actualization. That is the limit of the competitive, individualistic ideal that has powered the profit-driven mindset for over 100 years. But we know it is time to see with new eyes; therefore, it is time to reveal Maslow's hidden sixth level. Like the Himalayas in the Pathankot photo, the sixth level has always been there, but it has been obscured from view because it didn't fit the prevailing narrative.

Maslow's work was centred on the idea that what motivates human beings is different from what motivates other animals. As we climb his hierarchy of needs, the needs become psychological rather than biological. Maslow was fond of saying that humans need dignity as much as they need vitamins.⁸ Furthermore, he was particularly focused on what motivates the top 1 per cent of the population who have satisfied the first four levels of the pyramid. He referred to this group of people as the 'growing tip' because he believed that everyone could be this way 'if you just let them grow, if the conditions are good and you get out of their way'.⁹

What characterizes those in the ‘growing tip’ is that people who reach this level are motivated by the achievement of ‘intrinsic values’, as we discussed in the Introduction. Maslow suggests that these people are a sign of things to come because all human beings ‘live by values and live for values’. In other words, if one person can achieve this level then, in time, others can achieve it too. If we are willing to entertain the existence of level six in Maslow’s hierarchy of needs, then we have changed our image of what it means to be human. We have set a new aspiration for the future of a ‘values-driven’ species that is motivated to be a force for good.

This is the basis of our hope as purpose-driven leaders. We believe that business can be a force for good and individual leaders can be likewise. The B Corp movement represents level six in Maslow’s hierarchy of needs because the movement is motivated by the pursuit of intrinsic values. The B Corp movement is the ‘growing tip’ of the business population. It is striving to stand for a higher value than profit alone. Every time a new business commits to the B Corp certification process, we are a step closer to realizing this grand vision; another starfish has been saved.

I hope you find this an exciting possibility. Idealistic, yes, but also practical. Isn’t this a credible antidote to the doom-mongering and despair of our current times? Yet, leaders like you must take the risk of being ‘all in’ to back the vision and bring your pioneering drive to the challenge so that the growing tip becomes a tribe of force multipliers and then the tribe of force multipliers generates a tipping point. And doesn’t this explain why it sometimes feels so challenging to be a purpose-driven leader because you are breaking the profit-driven mould at level four of Maslow’s hierarchy of needs? You are working at the level of what it means to be a human being. Not much work is as deep and as profound as that. No wonder it is so difficult. You’re probably unaware that you applied for that job, but at least you are not alone. No wonder it feels like so much heavy lifting. No wonder there is resistance, confusion and despair amongst the people you lead. They are trying to reinvent themselves and you are too.

When you put the challenge into this context, you realize that many more purpose-driven leadership models will be developed.

There is so much more to learn about how to do this well. We haven't even scratched the surface. In 10 years' time, the *UP*, the *IN* and the *OUT* of purpose-driven leadership will look crude and simplistic because others will have gone further down the path. I look forward to learning of new models, practising new techniques and grasping more game-changing insights. However, in the meantime, we are where we are, and I hope that, however crudely, this book points the way and provides some first steps. A first step in strengthening your connection with your purpose and feeling its joy more often. A first step in building resilience, authenticity and motivation. A first step in forgiving the individual and protecting the team. And most importantly, a first step in shining like a beacon of hope.

Give up on a good day

Nobody goes on forever. Not even football managers like Jurgen Klopp. There is a time when the correct answer is to hand over the baton. But my fear is not that you will hang on too long but that you will give up too soon. That must be the most significant risk for pioneers in the 'growing tip'. I fear that you might not make it to fulfilling your full potential as a force multiplier. Not because you don't have the ability or the opportunity but because you will lose motivation (performance = motivation × ability × opportunity). It is all very well to give up on a good day, but that requires you to keep going on a bad day. So I must close this book with a rallying call.

There is a motivational speaker called Nick Vujicic. He was born with tetra-amelia syndrome. He has no arms and no legs. His mother refused to see him or hold him immediately after his birth. He was bullied at school and, at the age of 10, he attempted to commit suicide by drowning himself, but he was saved.¹⁰ Today, Nick Vujicic is a globally renowned motivational speaker and author. Millions of people around the world watch his YouTube videos. He has become a force multiplier. One of Nick's most popular talks focuses on the topic of not giving up. He addresses a packed hall of school pupils and talks about how he struggled to find his purpose as a young

person. After all, he could not play football, skateboard or ride a bike like all his peers. Eventually, he concluded that ‘there are some things in your life that are out of your control, that you can’t change and that you’ve got to live with. Our choice is either to give up or to keep on going.’

He then illustrates his point by falling onto the stage floor and likening it to those times when we all have disappointments and are unsure whether we have the strength to get back up again. It is in those moments that we need hope and we need to believe in that which might seem impossible. As he lies there, Nick Vujicic says:

I have no arms and no legs. It is clearly impossible for me to get back up off the floor. If I try 100 times and fail 100 times and give up, then it is impossible for me to get up. But if I try 100 times and fail and then keep trying, again and again, then there is still a chance of me getting up. It’s not the end until you have given up. There’s still hope. It matters how you finish. Are you going to finish strong?

He then writhes and contorts his body, pushes up on his forehead and, with a final exertion, lifts his body off the stage. The applause is deafening. He did it. He did the impossible. Because he did not give up.

Nick Vujicic is a living example of what Angela Duckworth would call grit. In her *New York Times* bestseller of the same name, Angela talks about how ‘Grit is about working on something you care about so much that you’re willing to stay loyal to it... it’s doing what you love, but not just falling in love – staying in love.’¹¹ Angela Duckworth regards grit as the single most important personality trait that all high achievers share. Grit is the difference between potential and success. As purpose-driven leaders, we love what we do. Our challenge is staying in love with what we do year after year after year. Our challenge is getting back up again when all the original novelty and passion of the venture feels like it has been exhausted. Many of us who are purpose-driven leaders enjoy starting our ventures, but we may not be natural as completer-finishers. We can get distracted by shiny new things. Our interests can wax and wane. The thrill of starting something new is tempting when the mundane cycle of grinding out each day’s progress is wearing us down.

The good news is that grit can be developed. Angela Duckworth suggests we develop grit by tapping into the four qualities that all gritty people possess: passion, practice, purpose and hope. We can learn to build and deepen our passions. We can develop the habits of practice by stretching out of our comfort zone, making mistakes and inviting feedback. We can connect with our purpose and find the joy in that. We can become beacons of hope by cultivating a mindset of optimism and agility. So, another way to look at this book is that it is a manual for developing grit. Grit is the key to thriving in the purpose-driven leadership role. Grit is the key to falling down seven times and getting up eight times. The disciplines, tools and exercises that cultivate the *UP* of purpose-driven leadership are those that develop passion and purpose. Deep practice of the *IN* of purpose-driven leadership builds the resilience that keeps us going on a bad day. Shining like a beacon of hope is one of the ways we practise the *OUT* and we also extend that opportunity to others through working on forgiveness of the individual and protection of the team. Ultimately, it is grit that qualifies us to become a force multiplier.

Having said all of that, when do you know that your job is done? That day must come eventually, mustn't it? How do we know that today is the good day when giving up is the right thing to do for you, the team and the organization? These are very personal questions. Not many leaders manage to bow out at the top with their reputations intact and no one has written the leadership book called *Let's Quit*. From my experience, I can offer some pointers. Leaders who give up on a good day typically have stuck with a role for at least five years. They have contemplated giving up at least once and decided to stick with it. They have successfully navigated at least one period where it felt like the organization was failing. They have fulfilled many, though crucially not all, of the goals they set at the start of their assignment. They have established clear succession plans that have the buy-in of their major stakeholders. Finally, they have developed a compelling personal vision for their next role as a force multiplier.

Well done if you are reading this book and can tick all those boxes. For you, it may well be the time to harvest the moment, gently close

this book and look to the future. Today is a good day. On the other hand, if you cannot tick those boxes and yet feel you're surviving rather than thriving in your purpose-driven role, then today is a day to dig into those reserves of grit. Today is a day to take action based on what you have learnt from reading this book. Top up your energy levels, your motivation and your hope by working the *UP*, the *IN* and the *OUT*. Keep going. Whether you are a zealot, a martyr or a Pied Piper, don't give up. It's not worth it. Your purpose still needs you. It's not a good day. Not just yet. There's still another starfish to save. You still have the opportunity to finish strong.

Epilogue: Seven years later

Ajit squinted as he watched a tall woman walking towards him. Was it really Alisa? It had been seven years since they had last met. He was still struggling to put a name to the face when he heard an enthusiastic voice shout, 'Hey, Ajit. Long time no see. How's it going?' 'Alisa. Great to see you again. You look so different.' 'Yes, well this is how they tell me to look these days now I am in the public eye. Gone is the eccentric dress sense, and in comes the conventional wardrobe.' 'I guess it is the price of being famous,' winked Ajit, 'I mean, now you are heading up the political party you once dreamt about. It's an amazing story.' 'I do have to pinch myself, Ajit. We're certainly a long way from GoZero when I grappled with all those early challenges in the role.' 'I love it when my clients achieve their long-term goals, Alisa. Seeing how people develop and climb to new heights makes my role rewarding. So where did it all go right?'

'After our work together at GoZero, I focused on establishing myself in the CEO role. You'll be pleased to hear that I continued to work the *UP*, *IN* and *OUT* of my leadership style to help me thrive in the job. I became a big fan of the morning check-in and the evening check-out, the motivation log and the trackdown exercise, amongst others. You probably read that after a couple of years in the CEO post, I led the process through which GoZero became a B Corp. That was a game-changer for me. Not because we got the accreditation,

although that was something the team was very proud of, but because it introduced me to a new community of leaders. I met other CEOs and entrepreneurs who shared my values and were equally passionate about some of the big challenges involved in being a force for good. I also met some force multipliers in that community. I wasn't sure I fully understood what you meant by that term when you first discussed it with me, but I get it now because I have seen it in practice. These leaders were leading their B Corp businesses, speaking, writing books, leading industry-wide initiatives and galvanizing young talent to get involved. It was inspiring yet daunting because it challenged me to step up.'

'It's one thing to talk about these things or read about them, Alisa, but it feels very different when you are immersed in the community. Yes, I did read about GoZero becoming a B Corp and didn't I also read about a tough phase that the company went through 12 months after that accreditation?'

'Oh, yes, that was horrendous, Ajit. One of our senior team was accused of bullying by several members of staff. Because of our high profile as a B Corp, we became a target for the tabloid press that wanted to prove we were just "greenwashing" and that our B Corp credentials were just a smokescreen behind which to hide bad practices and a toxic culture. Some of what was written about us and me personally was nasty and far from the truth. But what can you do? The public got hold of it and our clients started to cancel their contracts with us for fear of the knock-on impact on their own reputations. Yes, during that time, I made many entries in the book of suffering that you talked about. It came to a head when the trustees asked me to resign from the role of CEO, but it wasn't a good day to give up, so I fought my corner. The executive team rallied around me and threatened to resign from their roles if I faced the chop. Ajit, you don't know how close I was to giving up on a bad day, but slowly, things started to improve and the storm passed. It really tested me to the core.'

Even though it was an informal chat, Ajit couldn't resist asking Alisa a coaching question: 'What did you learn through that period, Alisa?' 'I learnt that I am stronger than I think. I learnt that

sometimes things happen that are out of your control. You cannot wave a magic wand and fix everything just because you are the boss. You have to be patient. You have to keep your eyes on the long-term prize. You have to be prepared to suffer. I used an affirmation that helped me a lot during that period: “This too will pass”. I’d write those four words in my journal every evening for a year. Eventually, it did pass and I realized I was still standing.’

‘Great work, Alisa,’ chipped in Ajit. ‘And then didn’t you leave GoZero a year ago? What led up to that?’ ‘It was strange,’ continued Alisa, ‘I was still enjoying the role, but I started to have unexpected thoughts about doing other things. I remember sitting in the yearly business planning session and having the disturbing realization that I might not be the person who would implement the plan we were finalizing. I had met a group of B Corp CEOs involved in politics, and you know I have always dreamed of making a difference in that world. I guess that was my force multiplier vision and I started to see how it could be possible to achieve that vision, but only if I left GoZero and took a big leap in a new direction. Scary stuff but also exciting. Another factor was that I had been mentoring one of the executive team members, who we had identified as my successor. Jared is highly talented. He was ready to step up and if I stood in his way, we would most likely have lost him to another company. Of course, it has been a steep learning curve for him in the CEO role, but it was for me, wasn’t it? You have to be allowed to get a few things wrong and learn from your experience. The alternative is that the business would have become so dependent on me that neither I nor the business could move forward and achieve our potential.’

‘Not many leaders are able to make that transition successfully, Alisa. It takes a bit of bravery. And then there’s just one more thing I’m curious about. How come you resigned the week before GoZero’s annual results were published?’ ‘I blame you for that, Ajit. Remember, you always talked about giving up on a good day. Well, the original plan was to resign some weeks after the company results had been announced. Then something strange happened. I woke up in a hotel bedroom after our annual client dinner. It had been a great evening. Everyone had turned up. The team had done a sterling job. The venue

looked after us really well. It was hard to imagine how it could have gone better. As I ate my breakfast that morning, I heard an inner voice say, “Today is a good day”. I tried to push it away and then I heard it again, “Today is a good day”. Thinking it might help, I went for a long walk, but I couldn’t shake the thought. The inner voice must have got impatient with me because around 10 in the morning, I heard it say, “Everything will be alright in the end. If it is alright, then maybe it is the end.” And with that I knew, so I picked up my phone, called the Chair of our Trustees and said, “Pauline, I don’t know quite how to say this, but I think I’ve reached... the end”.

Notes

- 1 Raworth, K (2017) *Doughnut Economics: Seven ways to think like a 21st-century economist*, Chelsea Green Publishing
- 2 Kuznets, S (1971) *Economic Growth of Nations: Total output and production structure*, Harvard University Press
- 3 Raworth, K (2012) A safe and just space for humanity: Oxfam Discussion Paper, Oxford: Oxfam
- 4 Raworth, K (2017) *Doughnut Economics: Seven ways to think like a 21st-century economist*, Chelsea Green Publishing
- 5 Raworth, K (2017) *Doughnut Economics: Seven ways to think like a 21st-century economist*, Chelsea Green Publishing
- 6 B Corps (nd) Building the Movement, www.bcorporation.net/en-us/movement/ (archived at <https://perma.cc/D3BU-FR2W>)
- 7 Better Business Act (nd) Britain needs business at its best, <https://betterbusinessact.org/> (archived at <https://perma.cc/Q67J-KF9T>)
- 8 Maslow, A H (1969) The farther reaches of human nature, *Journal of Transpersonal Psychology*, 1 (1), p. 1
- 9 Maslow, A H (1969) The farther reaches of human nature, *Journal of Transpersonal Psychology*, 1 (1), p. 1
- 10 AIA Curriculum (nd) Meet Nick Vujicic, www.aiacurriculum.org/about-nick-vujicic (archived at <https://perma.cc/HY99-NKG4>)
- 11 Duckworth, A (2016) *Grit: The power of passion and perseverance*, Scribner New York

INDEX

- 12 *Rules for Life* (Peterson) 175
12 tips for bouncing back 76–80, 123
- active listening (listening to understand) 147
- adaptability, in a rapidly changing reality 40–41
- affirmations (*IN*) 125
- AI, feelings of hopelessness about 44
- Ali, Muhammad 95
- American Revolution 39
- anchoring technique (NLP) 115–16
- anger
 micro-aggressions 64–67
 post-modern context 25–26, 27–28, 41
 social change and 42–46
- anxiety about the future 34–41
- Ask and It is Given* (Hicks and Hicks) 119
- authenticity gap, example of Bill Michael 5–6
- Avery, Ryan 169
- B Corps
 accreditation process 3
 community 82
 emergence of the movement 2–3
 force multiplier path 161–63
 leaders as a force for good 10–11
 purpose-driven leadership 3
 theory of change 186–88
- B Lab 3
 theory of change 186–88
- Barry, Bill 70–71, 150
- Bateson's Logical Levels 125
- Bell, Rob 80
- Bethany Christian Trust 152–53
- Blakey, Robert 170–71, 172
- Blanchard, Ken 137
- body language, mirroring 147
- body scanning technique 129–30
- book of positive aspects (exercise) 119–20
- book of suffering (sleepless nights) (*IN*) 128–30
- boosterism 22
- Breaking Bad* TV series 9–10
- Brealey, Nicholas 171
- burnout 128, 136
 amongst leaders 62–63
 martyr leadership style 147–50
- Cadbury 31
- Campbell, Alan 70–71
- Canic, Michael 101
- celebration 101–02
- celebration and recognition (*OUT*) 124
- Challenging Coaching* (Day and Blakey) 125, 171
- childhood scripts, influence in the adult 149–50, 153–54
- Choluteca bridge, Honduras (bridge to nowhere) 40, 64, 67
- Churchill, Winston 36
- coaching, force multiplier path 163–65
- community, engaging with like-minded communities 80–84
- community engagement (*IN* and *UP*) 118–19
- community leadership, force multiplier path 165–67
- connection needs, fostering connection 32–34
- context of purpose-driven leadership 22–46
 current reality 22–23
 future-fragile context 34–41
 influence of intrinsic motivation 74–75
 post-modern context 23–28
 post-pandemic context 28–34
 role of force multipliers 174–76
- Covey, Steven 78
- Covid-19 pandemic
 impact on leaders' motivation 73–74
 impacts of lockdowns 28–29
 photograph of Pathankot, India 1–2, 184, 189
 see also post-pandemic context
- Cross, Martin 70
- daily practice (10 minutes a day) 113–16
 anchoring (NLP) 115–16
 booster packs 114–16

- evening check-out 114
- gratitude journal (*UP*) 114
- joyride (*UP*) 115–16
- morning check in 113–14
- purpose connect (*UP*) 113–14
- saying no (*OUT*) 116
- tiny noticeable things (*OUT*) 115
- Dalio, Ray 22, 40
- Darwin, Charles 40–41
- Day, Ian 125, 171
- despair 36
- Diary of a CEO (podcast) 175
- Doughnut Economics: Seven ways to think like a 21st-century economist* (Raworth) 28, 184, 185, 186
- downtime, importance of 150
- Duckworth, Angela 192–93
- Elizabeth II, Queen 96–97
- environmental, social and governance (ESG) issues 151–52
- EQ (emotional intelligence) 7
- ESG (environmental, social and governance) factors in business 3
- fable of the frog and scorpion 59
- family dynamics, childhood scripts 149–50, 153–54
- feedback 137
- Find Your Why* (Sinek) 50
- force multipliers 158–79
 - B Corp or similar accreditation path 161–63
 - becoming a professional speaker 168–70
 - bold goal-setting 159–60
 - coaching a force multiplier 176–79
 - coaching path 163–65
 - community leadership path 165–67
 - example of Frank-Jürgen Richter 160–61
 - finding your voice 168–70
 - five-year vision 161–67
 - for the changed times 174–76
 - philanthropy 172–74
 - power of 158–61
 - ten-year vision 167–74
 - writing books 170–72
- forgiveness 91–96
 - asking for help 95
 - letting go 95–96
 - protect the team (and the purpose) 96–100
 - steps to mastering 93–96
 - suffering phase 94–95
- Frankl, Viktor 39
- fun
 - as a motivator 74–75
 - in a virtual environment 33–34
- future-fragile context 34–41
 - adapting in a rapidly changing reality 40–41
 - anxiety about the future 34–41
 - loss of belief in the future 34–41
 - loss of hope 36–41
- GDP (Gross Domestic Product) 184–85, 186
- giving up on a good day 77, 79, 181–84, 191–94
- global listening 147
- goals 7
 - bold goal-setting 159–60
 - purpose review (once a month) 123–24
- Goethe, Johann Wolfgang von 160
- Graham, Billy 96
- Grainger, Katherine 70
- gratitude journal (*UP*) 114
- Great Resignation 26, 29
- grit, importance of not giving up 192–94
- Hall, David 159, 168
- happiness, distinction from joy 60–61
- Harris, Thomas 152
- Hicks, Esther and Jerry 119
- ‘hired hand’ managers 150–51, 152
- honouring your values (*UP*) 116–17
- hope
 - B Corps revisited 186–88
 - becoming a beacon of hope 100–03
 - loss of 36–41
 - Maslow’s sixth level revisited 188–91
 - pandemic photograph of Pathankot, India 1–2, 184, 189
 - restoring 38–41
 - seeing with new eyes 1–2
 - seeing with new eyes (revisited) 184–86
- hopelessness
 - consequences of 37–38
 - social change and 42–46
- Horasis 160–61
- How to Achieve 100% in a GCSE* (Robert Blakey) 170–71, 172
- humour 102
- hybrid working 29

- I'm Ok, You're Ok* (Harris) 153
IN of purpose-driven leadership *see UP, IN*
 and *OUT* dimensions
 Industrial Age
 failure of 23–24
 profit-driven business model 2
 scientific management 30–31
 unfulfilled dreams 100
 vision of the future 34–35
 internal listening 146
 intrinsic values (Maslow level six) 10–12,
 27–28, 52, 63, 66
 connecting with 27–28
 revisited 188–91
 safety 28–29
 values elicitation 50–54
- joy, choosing joy 66–67
 joy of the purpose 60–61
 joyride (*UP*) 115–16
 justice 27
- kindness 103
 random acts of kindness (*OUT* and
 IN) 117–18
- Kipling, Rudyard 61
 Klopp, Jürgen 181–82
 KPMG 5–6
 Kuznets, Simon 184–85
- Larke, Steve 173
 leadership fable (Alisa and Ajit)
 coaching a force multiplier 176–79
 coaching kick-off 17–20
 coaching the changed leadership
 landscape 41–46
 coaching the *IN* 84–88
 coaching the *OUT* 104–07
 coaching the Pied Piper 154–57
 coaching the thrival kit 130–34
 coaching the *UP* 64–67
 epilogue, seven years later 194–97
 puzzle of the three elephants in the
 room 41–46
- leadership landscape *see* context of
 purpose-driven leadership
- leadership styles 135–56
 building a rounded character 154
 coaching the Pied Piper 154–57
 influence of childhood scripts 148–49,
 153–54
 martyrs (*UP* and *OUT*) 136, 137,
 146–49
- Pied Pipers (*IN* and *OUT*) 136–37,
 150–53, 154–57
 self-assessment questionnaire 137–42
 zealots (*UP* and *IN*) 135, 136, 137,
 144–47
- legacy building 63
 life of significance (Maslow) 15–16
 like-minded communities, engaging with
 80–84
- listening model 147
- loneliness
 at work 30–32, 41
 post-pandemic context 30–32, 41
 social change and 42–46
- Lotardo, Elizabeth 62
- Man and Superman* (Shaw) 58, 60
Man's Search for Meaning (Frankl) 39
 martyr leadership style (*UP* and *OUT*) 136,
 137, 147–50
- Maslow's hierarchy of needs 57–58, 60, 62,
 81, 82
 bold goal-setting (levels five and
 six) 160
 'hired hand' managers 151–52, 153
 intrinsic values (level six) 10–12, 27–28,
 52, 63, 66
 intrinsic values (level six) revisited
 188–91
 life of significance 15–16
 original five levels 8–9
 profit-driven mindset and 9
 self-actualization (level five) 8, 9–10, 13
 sense of belonging (level three) 14
 writing books (levels five and six) 172
- McLeod, Lisa 62
 meditation 55–56
 mental health, post-pandemic issues 29–30
- Michael, Bill 5–6
 micro-aggressions 64–67
 mindset, consequences of hopelessness
 37–38
- monthly practice (one day a month)
 123–30
 affirmations (*IN*) 125
 body scanning technique 129–30
 book of suffering (sleepless nights)
 (*IN*) 128–30
 celebration and recognition (*OUT*) 124
 first-of-the-month check-in 123–30
 motivation log (*IN*) 127
 purpose review (*UP*) 123–24
 radiators and drains (*IN*) 126–27

- retreat (*UP*) 125–26
- motivation 13
 - five-a-day of motivational radiators 74–75
 - fun as a motivator 74–75
 - identifying ‘radiators’ and ‘drains’ 73–74
 - magic of Olympic motivation 69–72
 - radiators and drains exercise 126–27
 - requirement in purpose-driven leadership 72–75
 - role in performance 69–72
- motivation log (*IN*) 72–75, 127

- Nazi concentration camp survivors 91–92
- NHS, Project Daffodil 37, 39
- NLP, anchoring technique 115–16

- Oppenheimer* (film) 93
- OUT* of purpose-driven leadership *see UP*, *IN* and *OUT* dimensions

- parable of the two wolves 47–49, 52–54
- Pathankot, India, pandemic lockdown
 - photograph 1–2, 184, 189
- performance formula 69–72
- Peterson, Jordan, *12 Rules for Life* 175
- philanthropy 172–74
- Pied Piper leadership style (*IN* and *OUT*) 136–37, 150–53
 - coaching the Pied Piper 154–57
- post-modern context 23–28
 - anger 25–26, 27–28, 41, 64–67
 - business culture 24–25
 - connect with your intrinsic values 27–28
 - failure of the Industrial Age 23–24
 - leadership challenges 25–26
 - loss of respect 25–26, 41
 - scepticism and cynicism 25–26, 27–28, 41
- post-pandemic context 28–34
 - changed expectations of employees 29–30
 - changes at work 29
 - fostering connection 32–34
 - fun in a virtual environment 33–34
 - Great Resignation 29
 - intrinsic value of safety 28–29
 - lockdown to save lives 28–29
 - loneliness at work 30–32, 41
 - loss of sense of security 30–32, 41
 - mental health issues 29–30
 - need for purpose-driven leaders 5–6
 - tension among remote worker colleagues 32
 - virtual teams 31–32
 - workplace disconnection 30–32
- prayer 55–56
- Principles* (Dalio) 22
- profit, as a means rather than an end 57
- profit-driven age
 - ending of 2
 - positive and negative aspects 2
 - transition to the purpose-driven age 10–11
- Project Daffodil (NHS) 37, 39
- Proust, Marcel 1
- public speaking 168–70
- purpose
 - defining your purpose 49–52
 - relationship to trauma 47–49, 82–83, 149
- purpose connect (*UP*) 113–14
- purpose-driven age, transition from the profit-driven age 10–11
- purpose-driven leadership
 - B Corps and 3
 - adapting to the shifting context 40–41
 - importance of hope 36–41
 - making the vision more believable 38–41
 - restoring hope 38–41
 - types of *see* leadership styles
 - energy for the role 181–84
 - giving up on a good day 77, 79, 181–84, 191–94
 - grit and not giving up 192–94
 - journey towards 6–8
 - three dimensions of *see UP*, *IN* and *OUT* dimensions
 - transition to a life of significance 15–16
 - walking the talk 4–6
 - see also UP*, *IN* and *OUT* dimensions of purpose-driven leadership
- purpose review (*UP*) 123–24

- quiet quitting 29

- radiators and drains (*IN*) 126–27
- random acts of kindness (*OUT* and *IN*) 117–18
- Raworth, Kate 28, 184, 185, 186
- resilience
 - 12 tips for bouncing back 76–80, 123
 - art of not giving up 75–80

- giving up on a good day 77, 79, 181–84, 191–94
- importance for purpose-driven leaders 13
- think win-win 77–78
- respect
 - loss of 25–26, 41
 - post-modern context 25–26, 41
- retreat (*UP*) 125–26
- Richter, Frank-Jürgen 160–61
- ritual 81, 82
- Ruthless Consistency* (Canic) 101
- saying ‘no’ (*OUT*) 97–100, 116
- scientific management 30–31
- security
 - loss of sense of 30–32, 41
 - post-pandemic context 30–32, 41
- self-actualization (Maslow level five) 8, 9–10, 13
- servant leadership 62–63
- Seven Habits of Highly Effective People* (Covey) 78
- Shaw, George Bernard 58, 60
- Sinek, Simon 12, 50
- sleepless nights, book of suffering 128–30
- Spanish flu pandemic (1918–1920) 28
- Speaker, Leader, Champion* (Avery) 169
- spiritual well-being, engaging with like-minded communities 80–84
- spirituality, at work 156
- SQ (spiritual intelligence) 7
- successful life, prescription for 22
- Surprised by Hope* (Wright) 38
- Sustainable Development Goals (SDGs), United Nations 185–86
- tai chi 70, 169
- Taylor, Frederick 30–31
- Teams, having fun on 33–34
- teamwork, imperfect reality 90–91
- ten Boom, Corrie 91–92
- The Bench 166
- The Best Exotic Marigold Hotel* (film) 38
- The Crown* (Netflix series) 96–97
- The Trusted Executive* (Blakey) 2, 4, 27, 90, 173
- The Trusted Executive Charitable Foundation 57, 101–02, 152, 173–74, 182
- three dimensions of purpose-driven leadership *see UP, IN and OUT dimensions*
- thrival kit 109–34
 - approach to 112–13
 - becoming a force for good 109–13
 - coaching the thrival kit 130–34
 - daily practice (10 minutes a day) 113–16
 - monthly practice (one day a month) 123–30
 - summary of the three dimensions (*UP, IN and OUT*) 110–12
 - thriving as a purpose-driven leader 109–13
 - weekly practice (one hour a week) 116–23
- thriving as a purpose-driven leader 109–13, 182–84
- timeline exercise 82–83
- tiny noticeable things (*OUT*) 115
- trackdown exercise (*OUT*) 94, 120–23
- transactional analysis 120–23
 - Parent, Child and Adult Voices 132
- trauma, relationship to purpose 47–49, 82–83, 149
- triple bottom line (profit, people and planet) 2, 4
 - purpose review (once a month) 123–24
- trust 27
- Ukraine war
 - Homes for Ukraine scheme 100–01
 - Russian invasion 35
- United Nations, Sustainable Development Goals (SDGs) 185–86
- UP, IN and OUT dimensions of purpose-driven leadership* 8
 - development of the model 182–83
 - IN* of purpose-driven leadership 68–88
 - coaching the *IN* 84–88
 - focus of 68–69
 - motivation 69–75
 - physical and mental health of the leader 68–69
 - resilience 75–80
 - spiritual well-being 80–84
 - self-actualization (Maslow level five) 13
 - sustainable personal growth 13
 - OUT* of purpose-driven leadership 89–107
 - becoming a beacon of hope 100–03
 - celebration 101–02
 - coaching the *OUT* 104–07
 - forgive the individual 91–96

- helping others (Maslow level three) 14
 - humour 102
 - imperfect reality of leadership 90–91
 - kindness 103
 - protect the team (and the purpose) 96–100
 - relationships and commitment of others 89–91
 - saying no 97–100
- overview 11–15
- summary 110–12
- UP of purpose-driven leadership 47–67
 - being in service to purpose 57–59
 - coaching the UP 64–67
 - connection, service and joy 62–63
 - defining your purpose 49–52
 - feeling the joy of the purpose 60–61
 - intrinsic reward of joy 62–63
 - intrinsic values (Maslow level six) 11–12
 - legacy building 63
 - parable of the two wolves 47–49, 52–54
 - staying connected to your purpose 54–57
 - values elicitation exercise 50–52
 - values elicitation in action 53–54
- values, honouring your values (UP) 116–17
- values elicitation
 - exercise 50–52
 - in action 53–54
- virtual teams 31–32
- vision, making it more believable 38–41
- Vistage 16, 71–72
- Vujicic, Nick 191–92
- weekly practice (one hour a week) 116–23
 - 12 tips for bouncing back 123
 - book of positive aspects 119–20
 - booster packs 120–23
 - community engagement (IN and UP) 118–19
 - honouring your values (UP) 116–17
 - random acts of kindness (OUT and IN) 117–18
 - Saturday check-out 119
 - Sunday check-in 116–19
 - trackdown exercise (OUT) 120–23
- Where Were All the Coaches When the Banks Went Down?* (Blakey, Day and Hurley) 171
- White, Marco Pierre 35–36
- Whyte, David 165
- Wood, Craig 173
- workplace, effects of lack of hope 37–38
- workplace community, loss of 30–32, 81–82
- workplace disconnection 30–32
- Worsley, Jonathan 166
- Wright, Tom 38
- writing books 170–72
- young people, fears for the future 35
- zealot leadership style (UP and IN) 135, 136, 137, 144–47
- Zoom, having fun on 33–34

Looking for another book?

Explore our award-winning
books from global business
experts in General Business

Scan the code to browse



www.koganpage.com/general-business