
On leadership

Earning Conviction

*The Practice That Redirects Leaders from Exhausted to Unshakeable*REVIEWED BY SAM COLLINS · AUGUST 2026

There is a particular exhaustion that comes with leadership. It is not the tiredness of a long day, but the weight of carrying decisions, expectations, and responsibility for so long that even the things that once gave you confidence begin to feel heavier than they should. *Earning Conviction* speaks directly to that condition.

What distinguishes the book is its refusal to treat leadership exhaustion as a productivity problem. Glenn Llopis sets aside the familiar cycle of another system, another morning routine, another framework. His claim is more fundamental: when leaders operate without a strong internal foundation, even good strategies become temporary fixes. The question stops being “Do you know what to do?” and becomes “Do you still have the internal steadiness to keep doing it?”

The title itself carries the argument. Confidence can be performed; conviction has to withstand pressure. A leader can deliver a compelling presentation and still privately doubt the direction, or appear decisive while questioning every decision. Conviction is the deeper certainty that remains when circumstances turn difficult. As Llopis shows, it is not announced but **earned**, built through repeated choices: examining what you stand for, deciding in line with it, confronting uncertainty, and continuing to act when certainty is unavailable. That is not glamorous work. It is disciplined work, and it is much closer to the reality of leadership.

The timing is sharp. Technology promised efficiency yet leaves leaders more continuously connected than ever; expectations follow us home, and the temptation is always another tool. *Earning Conviction* asks us to look underneath that impulse, to the difference between surviving leadership and actually leading. Burnout quietly normalizes survival mode until functioning can look like leadership even when the leader is running on empty.

“Lasting leadership is not built by accumulating more information. It is built by developing the internal foundation that allows us to turn what we know into consistent action.”

Llopis’s great strength is his willingness to move the conversation inward without slipping into empty self-help. And the foundation he points to is not something new a leader has to construct. It is who they already are, reclaimed. In an age of personalization, a leader’s individuality is the asset, and conviction is what emerges when they stop performing a borrowed version of themselves and lead from the real one. That reframes the whole exercise: the arc from *exhausted* to *unshakeable* is not about becoming someone new, but about becoming steady enough to lead from who you have been all along.

This is a book for executives, founders, and managers who have carried too much for too long, and for those who want to ask the foundational questions before a crisis forces them. *Earning Conviction* deserves to reach leaders tired of temporary fixes, because the breakthrough is not learning one more thing. It is reclaiming the foundation you already are, and leading from it without apology.