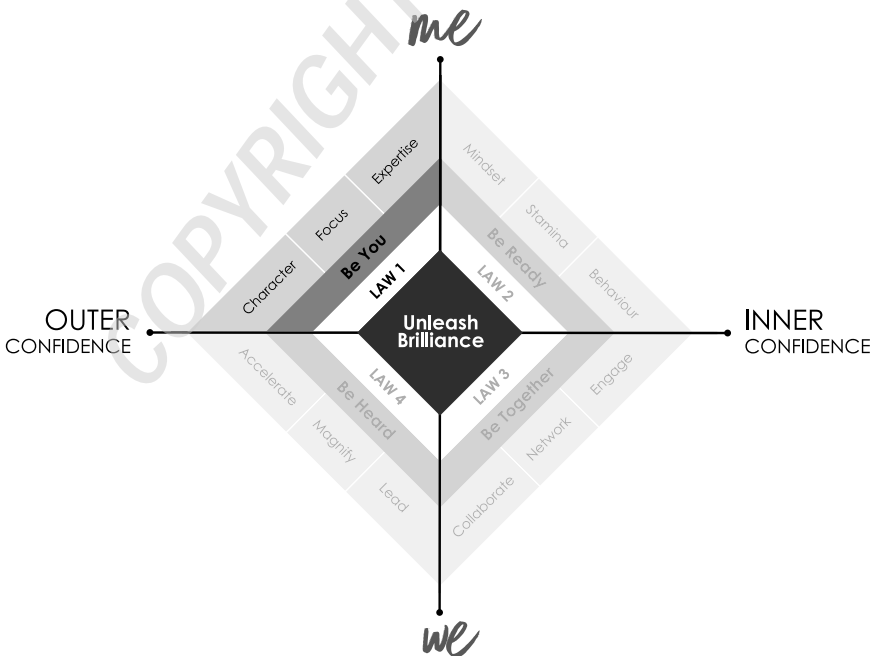


Law 1: Be You

Own your spotlight



Own all the facets that make you, you.

Become positioned and known for all you are and all you do.

Your consistency, passion and conviction in yourself become infectious.

And as others see the real you, the multiplier effect of your impact kicks in.

When my children Flynn, Taya and Carter were seven, five and three respectively, both my husband and I were working full-time. The morning pre-work juggle was insane as we rushed around trying to drop the children at before-school care and day care, leaving just enough time to get to work. If any of the kids were sick then all hell would break loose as we negotiated with each other who had the most to lose that day, who could stay home and care for said child ... and God help us if the sickness passed from one to the other ...

I remember one particular evening sitting down to have dinner as a family and during the 'How was your day?' conversation Taya asked me, 'Mummy, why are you always so busy?'

'Well,' I said. 'I've worked hard to get through school and university, I have a degree, I've built my career so that we have money to buy what we want — your toys and clothes — so that we can enjoy holidays'.

She continued, 'But Mummy, why are you so unhappy?'

Boom! It was a stake to my heart. That moment I realised my five year old was right.

I was existing, operating and doing a lot of stuff — but I wasn't living and leading in the way I wanted to live and lead, and I certainly wasn't demonstrating to my children how to live and lead a brilliant life.

What message was I was sending to my daughter? Mummy works so hard she is exhausted at the weekend, she's too tired to play, she's always on her phone, she gets grumpy really quickly, she can't sit still with me and watch *Toy Story* without multitasking. She really doesn't look like she's looking after herself. Why on earth would my daughter be inspired to want a career if that's what it's about?

Equally, what message was I sending to my two boys? What about how I was living my life would be inspiring to them and what were they absorbing in terms of life lessons?

This was a watershed moment for me to take back control and self-ownership. I needed to reconnect and reclaim who I was and who I wanted to be so that I could ultimately influence and lead in a different way.

In a Thrive Global blog, 'The joy of sleep', Arianna Huffington discusses the concept of discovering our true value and the need to know ourselves first and foremost. She says, 'to know yourself, you have to make time to disconnect from the world, so you connect with yourself. That will make it much easier to know what you truly value and then make decisions about what to undertake'.

Owning our individual spotlight is key to success today and tomorrow.

I appreciate this is easier said than done. That the sheer concept of being 100 per cent who you are is tricky. I mean, let's be honest. We all start out with the best intentions, don't we? Remember the dreams you had for yourself as you were growing up, or when you finally graduated and stepped out in the world? Remember when you decided what type of leader or business owner you would be? Remember the things you used to do that would make you laugh so much your face would start hurting? Remember that feeling of dancing like nobody is watching?

Being ourselves is beaten out of us: in the playground by the schoolyard bully, in the workplace by the queen bees and the wannabees, on the back of 360 performance reviews that focus on our weaknesses or what we haven't done. Or maybe you can still remember how you felt after receiving the negative feedback someone once gave you.

Here's the thing though: your business, your team and your family need you to be the best version of yourself so they can be the best versions of themselves too.

Speaker and author, Steve Maraboli says in his book *Unapologetically You*,

We all make mistakes, have struggles, and even regret things in our past. But you are not your mistakes, you are not your struggles, and you are here NOW with the power to shape your day and your future.

This is the focus of Law 1, Be You: Own your spotlight. It's only by practising this that we can become confident about what we're bringing, have the conviction and passion about what we're doing and ultimately be remembered for the impact we're individually making.

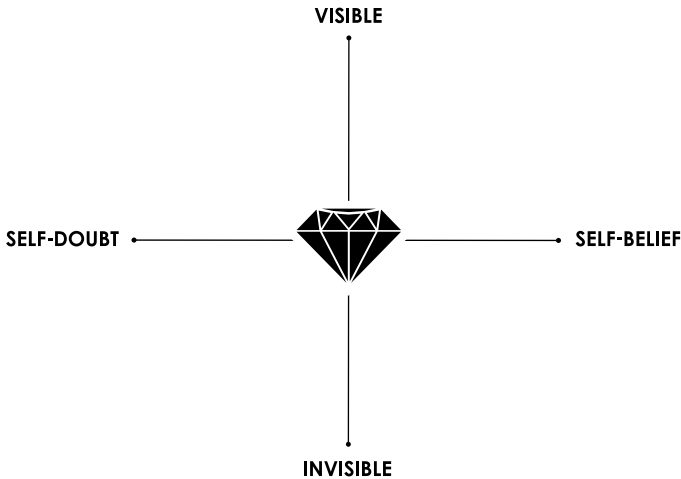
Your leadership starts with you reconnecting and reclaiming who you are in your entirety and owning who you ultimately want to be. Hoping to get better is not a strategy!

You have to own the facets that make you, you. You have to start from the inside out.

So where are you at now in your professional life?

Let's start with a little self-reflection to see how you currently rate yourself in terms of whether you're owning your spotlight.

Take a look at this diagram. Where do you feel you are right now in your professional life?



- ◆ *Invisible or visible?* Thinking about the work you're doing right now, where would you place yourself along the axis of invisible to visible?
- ◆ Do you feel invisible right now, not being noticed for what you're doing or the value you're adding? Maybe you're even

questioning whether you're doing the right thing, in the right job, or you may be questioning if you're even on the right path.

- ◆ Or are you feeling excited, lit up and getting noticed the majority of the time for what it is that you do? Are you visible?
- ◆ *Self-doubt or self-belief?* Now, where would you place yourself on the axis of self-doubt to self-belief?
 - ◆ Are you struggling with self-doubt or feelings of 'not good enough'? Maybe you're starting to feel like an imposter in your role and worrying that you don't have what it takes to do the job.
 - ◆ Or are you feeling confident in yourself, your skills and capabilities? You know what you're good at and you're actually feeling good about yourself.

Now grab a pen and draw an 'X' on the spot that you feel best represents where you're at.

Done it?

(Seriously, do it now before we move ahead!)

What do you notice?

You may be feeling really visible right now with your work, the company, even the people you're working with, but the self-doubt and feelings of not being good enough are starting to creep in. You may be questioning your decisions or doubting your capability and so find yourself placing an 'X' in the top left-hand quadrant.

Alternatively, you may be feeling invisible and frustrated at your lack of progress and not getting noticed at work or in the marketplace. You know there's more — you're just maybe not sure what the 'more' is. Your self-belief and conviction are strong but there's just something — you don't know what — that's missing. If this is the case, you may find you place an 'X' in the bottom right-hand quadrant.

Our ultimate aim is to place ourselves in the top right-hand quadrant. A place where we're being noticed for the work we're doing, fired up to do more, where our self-belief is strong, and we know we're doing work we love in the best way we can.

This is a place of owning it: a place of self-ownership.

You'll be unable to consistently inspire others or create the impact you desire until you can take ownership of who you are and the work you're doing.

Once you can identify where you're at, you can identify what you need to focus on to improve and move forward.

The 3 facets of Law 1

In one of my favourite movies, *The Matrix*, the main character (Neo) meets The Oracle and walks under a sign that reads *Temet Nosce*, Latin for 'Know Thyself'. This is the essence of Law 1: that only by getting clear on who you are and owning it—constantly exploring, reflecting and knowing that your inner belief and knowledge is what others will see—will you keep growing.

This is reinforced in multiple articles and studies including the 2009 study, 'The longitudinal impact of self-efficacy and career goals on objective and subjective career success' (*Journal of Vocational Behavior*). The key finding was that self-efficacy (or the belief in oneself) is positively correlated to later career satisfaction and career success.

Let's now look in detail at the three facets that Law 1 addresses:

- ◆ Character
- ◆ Focus
- ◆ Expertise.

Facet 1

Character

One of my all-time favourite childhood movies is *The Wizard of Oz*. It's the story of four friends journeying together, but on individual missions to enhance their own brilliance. Like the wonderful cowardly lion: 'Put 'em up, put 'em up!' he says, bouncing on the spot with his fists balled up. 'Courage! If I only had courage!'

Let's be honest, there are times when all of us could do with a trip down that yellow brick road to find the courage to be ourselves. But like the great and powerful Wizard of Oz says when they finally make it to the Emerald City, 'You, my friend, are a victim of disorganised thinking. You are under the unfortunate impression that just because you run away you have no courage; you're confusing courage with wisdom'.

Just like the lion, we need to reorganise our thinking and self-belief, to recognise that we already have everything we need to be our brilliant selves.

The last couple of years of my corporate life were far from the champagne-popping joyous existence it once was. On paper I had it all — responsibility for good brands, a great salary with awesome job perks — but behind this was an environment of bullying, lying, deceit and game-playing, which meant I was always on the look-out for the next grenade being thrown my way.

I unconsciously absorbed the energy and behaviour of others and ended up leading from my own place of fear and self-protection in an effort to

keep one step ahead. It was exhausting and in conflict with my personal values. I was unhappy and a person even I didn't like.

For things to change, I had to go back to the basics of understanding who I was, what I wanted to do and how I wanted to be. I spent months working with a number of coaches, uncovering layer upon layer of who I was and why, and at the same time actually adding to my understanding of who I wanted to be.

The only way I could do my best work and be my best self was to give myself permission to be a non-Instagrammable version of me.

I had to stop wearing the multiple hats of my life and adopting whatever I thought I was 'supposed to be' because, quite frankly, it was getting exhausting. I had to work hard to quit reading into things, creating stories and scenarios of what may be going on, and instead step forward with courage into a place of personal vulnerability and trust.

And so, when I finally left my corporate job, I decided I was going to live, lead and operate on the assumption that people generally were good and ultimately wanted to do the right thing. Now I get that some of you may think this is an unrealistic ideal for the competitive business world. But I truly believe that operating from a place where you assume the majority of people are good, versus evil and out to get you, trip you up, or make you look stupid for their benefit, will bring more joy.

And it has.

From the moment I let go of the pretence and instead took ownership of who I was, the actions I took, the results I achieved and the mistakes I made, I started connecting more deeply with others. I have built relationships that matter; doors have opened for me and for others who were previously invisible. I've engaged in thought-provoking and intelligent debates, worked through challenges with clients from a place of understanding, and my business and personal success and achievement have grown exponentially.

For example, I was recently invited to speak on the topic of 'Unleashing Brilliance' to an audience of about 3000 people in Sydney. I'd prepped my keynote, submitted the slides a few days before and was ready to go.

But on the morning of the keynote I woke up and just knew it was time to be a little bit braver. It was time to replace some of the business case studies of other people I usually shared with stories of myself. I had to dig deep, become a little bit more vulnerable and open up more to show people in the audience that the things I was sharing were on the back of the highs and lows I've learned from my own life and leadership journey. The response was incredible.

Here's the thing: the more we can share of ourselves, and our flaws, the more we touch the hearts and minds of others.

Paul Zahra, non-executive director, board and company advisor and one of Australia's most influential diversity advocates, shared with me during a podcast interview, 'The key message from me today is not changing who you are but rather celebrating your differences and understanding you are unique. Fitting in can be negative and destructive. People have to be very careful about not working hard to fit in, but actually working hard to bring their difference to the workplace'.

So, ask yourself honestly:

- ◆ Who are you really being?
- ◆ Are you truly being you in everything you do, or have you become someone you don't recognise anymore? Someone, even, you may not like?
- ◆ What needs to change to turn that around?

You're the key

Ray Pittman is a C-suite leader in the property industry and has worn many hats throughout his corporate career. I had the pleasure of working with Ray when he was the President and CEO of CBRE Australia and New Zealand. One day I asked him, out of curiosity, what he has learned about

himself over his career. He told me, 'I guess to accept who I am and to be pretty gentle and forgiving with myself'.

Ray shared that he was hard and critical on himself during his twenties and thirties, always thinking he wasn't good enough or should be doing more. He added, 'I think as I've gotten older and more experienced, I've realised who I am. I have certain strengths which can really add value. I have certain weaknesses that I'm not going to change. I've learned to accept that about myself and to really focus on what I am good at. Underlying it all is to just be accepting of yourself and not get down if you make a mistake or criticise yourself'.

Your character is what makes you, *you*.

It's what distinguishes you from everyone else. It's your personal currency, your strength, your uniqueness and your opportunity all wrapped up in one amazing package.

Like Ray, you need to accept yourself and focus on the things you're absolutely brilliant at; these are very likely to be the things that you love. And if you're building on the things that you love then you're going to step into a greater, higher place. One where you're able to align who you are, what you think and feel, with the actions you take. This helps you operate from a place of truth and authenticity, which is what others are drawn to.

Alternatively, if you're unclear about who you are, if you're faking it till you make it and changing your behaviours to fit in to any given scenario, then people around you won't believe you, let alone follow you — and you'll start feeling pretty crappy in the end too.

If we don't start leading from within, giving ourselves permission to be who we are, owning our unique values and beliefs, our strengths and our weaknesses and acknowledging the person we are on the inside, imperfections and all, we'll never be capable of being the better person on the outside.

Steve Jobs echoed this thinking when he said, 'Have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary.'

While John Wooden, UCLA basketball coach, advised, 'Be more concerned with your character than your reputation, because your character is what you really are, while your reputation is merely what others think you are'.

Brilliance starts with you choosing to own who you are and giving yourself permission to live and lead from this space. Faking it till you make it is not a strategy for becoming more brilliant. Hope, or hoping to become more brilliant, isn't a strategy either.

How can you teach, guide, mentor and lead others if you aren't being the best version of yourself?

How can you give to others when you're not giving to yourself?

You are the strategy.

You are the key to change.

Better is something you become

Sir Edmund Hillary, the first confirmed climber to reach the summit of Mount Everest, said 'It's not the mountain we conquer, but ourselves'.

Absolutely! We must conquer our own limitations! We have to get curious about the imperfections that are holding us back and explore how we can move forward. We have to be prepared to disrupt the present to create a new future. We have to explore the road less travelled, to embrace questioning and explore the possibilities of what could be.

**Those who are truly unleashing their brilliance
have an insatiable desire and commitment to
develop, to learn, to become better and more
brilliant, every day.**

Stepping out of the safety of what you know and where you're sitting comfortably right now is scary as hell! It often means big ups and

downs — a rollercoaster rather than a gentle turn on a merry-go-round. That can be extremely confronting.

Yet in business, and in life, there's no free ride. It's the people who are willing to challenge themselves — to make themselves accountable for their own success and happiness, who engage with others, who recognise the need to reach that little bit further — who end up more successful, satisfied and happy.

Decide today that better is something you will become — set this as an intention.

Decide right now: what is one thing you're going to do differently today to take you into tomorrow?

Lessons from Mildred

'We've all got these voices in our heads telling us we can't do something or not to do it, sabotaging our success,' explained Sherilyn Shackell, Founder and Global CEO of The Marketing Academy, in Episode 022 of my podcast, *Unleashing Brilliance*. 'Well I've characterised mine: an orangutan called Mildred. Whenever I hear this voice on my shoulder, I can say "Shut up, Mildred. You're a bloody orangutan. You're not serving me".'

Yes, I too laughed out loud when Sherilyn shared this with me! She is so right, I thought. I can't believe how many times the voices in my own head have told me that I'm not good enough, I can't do something until I've done something else or I'll look stupid and people will laugh at me. We all have these crazy voices in our heads. We just don't all call them Mildred the orangutan — though maybe we should! It would help us see a different side to the story, and one we may not have to engage with.

'The voices in our heads can serve us for good, the mundane and the boring, or they can actually do us harm,' Sherilyn adds. 'This voice, Mildred, my orangutan, she is fiercely protective over me. When I walk into an environment that I can't control and I'm feeling vulnerable and I'm not sure how people are perceiving me, she's saying "Don't do that.

Don't do that thing because you are going to look like an idiot". She's trying to protect me'.

Professor Ron Heifetz from Harvard Kennedy Business School describes these inner voices as our 'internal coding' between the perceived *role* of how we think we should be and the *self* or the *who* we're challenging ourselves to become. He suggests that these lines of code are developed through time. Some are hard coded and cemented, often associated with ancestral and cultural norms. Others, he suggests, are flexible and can be renegotiated or even forgiven should we choose.

He has identified three types of voices:

1. *Professional internal voices* tell us how we should behave and operate at work because of the job we do, the title we have or the qualifications and expertise we've acquired over time.
2. *Social and familial voices* tell us what's appropriate for our role in society, or within the family, in terms of how we should be living our life and behaving accordingly.
3. *Ancestral voices* that through generations have passed down messages and internal coding about how we should be and behave, and the identity we have to have, based on cultural and ancestral norms.

Ron shares that while some of this coding works to our advantage and is perfect to hang onto, some of it no longer serves us. He invites us to identify the voices that no longer serve us and to choose to let them go or find ways to renegotiate the contract.

I'll admit, I'm rubbish at cooking and looking after the house — something that I thought I should be great at because my mum was always so awesome at these things. I do get heart palpitations when my Nigella-like friends come to visit — and don't ask me about the pile of washing that often ends up (for days) in the living room. But, for the most part, I've learned to accept the way I am and to laugh at my not-so-strong points, even if it does mean donning a safety vest on a Friday night to enter my house.

I used to listen to the social voices about what I thought a great mum had to be like. They'd fuel my guilt of being a working parent, telling me I *should* be at home, I *should* be at pick-up, I *should* be involved in every single breathing moment of my children's existence. It was only when I renegotiated the contract and gave myself permission to own the fact that I was an awesome mum, parenting in a way that was right for my family to live fulfilled and happy lives, and that it was absolutely okay to be a mum and an executive, that the guilt disappeared.

**Guilt serves no purpose, nor adds any value,
to anyone.**

It's time to recognise the inner voices that are feeding your brilliance.

Identify also the inner voices that are restricting your growth or putting out your dreams: how could you renegotiate your contract with these voices or reframe your thinking on them? It's time to let go and move forward.

Superheroes have weird flaws, too

Superman is crippled by Kryptonite, the Flash complains about the pain of running too fast, Wonder Woman would be rendered useless if her bracelets were used by others against her and Thor's powers are only enhanced when he is holding his hammer. In a nutshell, superheroes are only as strong as their weakness. It's only when they combine their strengths (and likewise their flaws) that they're able to beat evil. Yet so many of us strive to be 100 per cent perfect, to be the superhero of 'me'.

We work hard to hide our imperfections, hoping that our weaknesses and the things we don't like about ourselves will somehow magically disappear. We invest, and invest, and invest even more, looking for the one-hit miracle cure or seven easy steps to master whatever it is we're trying to master. And while continual learning and personal development are an important part of growth, there's no one-stop-shop external solution to something that's sometimes part of our intrinsic being.

We all have our Kryptonite. We can no longer try and outrun this or ignore that, because it's unsustainable and exhausting! Sooner or later the fact that we're human will reveal itself!

And don't just take my word for it: Sylvester Stallone only had bit-parts in films until he scored the part of the underdog in *Rocky*; Bill Gates's first company, Traf-O-Data, failed miserably, but the learning spawned a multibillion giant; Bethany Hamilton had her arm bitten off by a shark but was back on her surfboard one month later, and two years after that, she won first place in the Explorer Women's Division of the NSSA National Championships; Richard Branson has dyslexia but instead of giving up, he embraced the power of his personality to drive him to success.

Identify your blind spots. Become comfortable with them. Accept they don't have to hold you back.

Silvia Damiano is one of the world's leading neuroleadership specialists and creator of the i4 Neuroleader Program, Model & Methodology as well as award-winning director of the documentary *Make Me a Leader*. When I asked Silvia for her thoughts on owning our flaws she shared, 'I notice that leaders today are becoming increasingly stressed, scattered, moody and anxious and this affects how well they are able to listen to others, manage their emotions and make decisions. Understanding our blind spots (flaws) helps us become more self-aware. And with self-awareness we recognise what's important to us. It helps us display behaviours that match what we value'. She adds, 'We can start to understand that both strengths and limitations are part of our human makeup and feeling "one" rather than "fragmented" is at the core of authenticity'.

I equally love American investor Chris Sacca's description of flaws, which he describes as our unique weirdness. He says, 'Weirdness is what sets us apart, gets us hired. Be your unapologetically weird self. In fact, being weird may even find you the ultimate happiness'.

**Being brilliant is a practice that requires you to
embrace the good, the bad, the ugly and
the weirdness of you.**

So, what flaws, or blind spots, do you currently have that you can embrace and accept as being part of your perfectly imperfect self?

Take off the itchy jacket

Rather than seeking and searching, let's hit the pause button for a moment and take some time to reflect on the values that we have, because that's where the answers lie.

As Brené Brown said in her fabulous book *The Gifts of Imperfection*, 'Owning our story can be hard, but not nearly as difficult as spending our lives running from it'.

Your values, like a guiding light, are the things that are important to you, that will drive you and feed the powerful connections and support around you. They will be the behaviours within which you thrive, where you will move faster and become better.

In his book *Legacy*, James Kerr writes, 'Authenticity allows us to author our own lives, to make our own original imprint and to write our own story in a voice that is true to our values'.

However, when we're not living our values, we feel like we're wearing an itchy jacket. We'll try and try to shrug off the jacket, feeling annoyed, out of kilter, uncomfortable, confused and unhappy.

If we're not careful, in our effort to chase our dreams and become our brilliant selves we can lose sight of our values, of who we are and what we stand for. We think that to be the best and to become the best, we have to behave in a certain way to fit in. (I've certainly been there, as I shared earlier.)

We may feign interest in an idea, nod in agreement when we disagree, go along with group think, laugh along with the boss's inappropriate joke or do what the client wants.

Maryam Kouchaki, organisational psychologist and Professor of Management and Organisations at Kellogg School of Management,

describes these misaligned behaviours as ‘surface acting’. She says, ‘Staying true to yourself matters, even when it is difficult, because we notice that there is a cost involved in straying too far from your personal values’.

When do you feel like you’re wearing an itchy jacket?

You are a blank canvas

In the book, *The Hungry Spirit*, Charles Handy talks about going in search of his ‘white stone’: a symbol for his higher self, his true character or destiny. To the outside world, Handy was successful: an oil executive, a world-renowned economist and a professor at the London Business School. But despite this external success, Handy found he was still searching for ‘something’.

This year the principal of my children’s secondary school decided to give each of the departing seniors a white stone. His message to them was, ‘Each of you have prevailed, you have passed a number of the tests life has thrown up at you to get to where you are today. However, as you can see your names are *not* written on your white stones. Your road towards self-knowledge and self-discovery is still in its early stages. Sure, you’ve come a long way since when you started secondary school way back in Year 7, but your journey is only just beginning. You have an amazing opportunity to go forward and shape yourself into the person you truly want to be. Your lives are not foreordained, but instead they are a blank canvas, a white stone, on which you can create your own individual masterpieces’.

How cool is that? I share this because it applies for each of us too, not just those leaving secondary school!

There are so many different expectations that we as a society place on one another and in turn we place on ourselves: to be the fearless leader, innovative business owner, most caring friend, loving parent, passionate lover, amazing cook, incredible housekeeper ...

‘Toughen up. Hard work. No play. Don’t show vulnerability at work. Make those tough decisions — and now,’ says the *assumed* fearless leader.

‘There’s dust on those shelves. Get to work. Look at that pile of washing. Not good enough,’ says the *assumed* incredible parent.

Yet did society set in stone these perceived rules of behaviour or is it pressure that we’re unintentionally (and unnecessarily) putting on ourselves?

Falling into the trap of pleasing others, conforming to societal ideals and being all things to all people can be, if nothing else, totally draining and exhausting. Society (and each of us for that matter) may well want to put us into nicely wrapped boxes with ribbons and labels, but the reality is we’re all multifaceted and multitalented.

Life is not a dress rehearsal. It constantly rolls across the screen in 3D glory, no matter what. So, if you imagined yourself in an action thriller and are stuck in an extremely boring unromantic comedy, you need to get up and act out a different genre yourself.

In her autobiography, Michelle Obama writes, ‘Even when it’s not pretty or perfect. Even when it’s more real than you want it to be. Your story is what you have, what you will always have. It is something to own’.

So rather than always searching for answers, maybe we need to press pause and reflect, taking the time to peer beneath the surface because maybe there lie the stories about who we really are. If we’re not careful, we risk rushing through life from one thing to another, losing track of who we are in the chase — and yet if we take a moment to stand still, we can reconnect and choose the part we’re playing.

Nobody else can do it for you. You are your own director, producer, scriptwriter and camera operator. You are quite often catering, wardrobe, hair and makeup as well.

**Stop playing a supporting role in someone else’s
dream and start stepping into your spotlight as
the lead role.**

Step into your future

A couple of years ago I received the most beautiful thank you note from one of my mentoring clients. (Thank you, Emily, if you ever read this.) It said:

Our conversation earlier this year really stuck in my mind—you advised me to approach this my way, and believe it is possible to do that and to shut out the naysayers with my Jetson's bubble. It's advice I've clung to, shared and celebrated.

It was a lovely note to get in itself, but it also reinforced for me just how much power rests in each of us to create change and momentum for another: to begin a new flow in direction or reinforce a decision. You are capable of creating significant ripples of change even when you don't realise it—but only when you're being the *you*, you want to be.

When it comes down to it, you are your own biggest business asset. *You* are unique, *you* are special, *your* ideas and opinions are needed. *You* are more than enough.

Don't waste momentum looking sideways or backwards. Look straight ahead, and pump your arms into your own successful future.

Brilliance in action

1. Own your spotlight

Spend three minutes writing down or talking to someone about all the things you're good at. Own how awesome you are. Go on: put a spotlight on yourself and your brilliance.

2. Own your story

Draw a horizontal or vertical line on a piece of paper and create the timeline of you. What are some of the key events that have happened in your life? What are the major decisions or choices you've made along the way? What did you learn about yourself from these? What did these events teach you?

(continued)

Brilliance in action (*cont'd*)

3. Name the voices

Identify the voices in your head and characterise them (like Sherilyn did with Mildred the orangutan): are they professional, social or ancestral voices? Are they serving you right now? If not, why not? How can you renegotiate with them?

Look in the mirror and practise saying to your inner Mildred, 'I get it. Thank you for looking out for me and protecting me, but I'm good. I've got this'.

4. Take off the itchy jacket

When do you feel like you're wearing an itchy jacket?

Write down your top three personal values with an example of when the value was aligned. Use the table to help you. Then write down an example of when each of your values wasn't aligned or isn't aligned right now. Think about how you can make sure you live and lead more by your values.

<i>My Personal Value</i>	Aligned	Misaligned	Ideas for improvement
<i>EXAMPLE: No judgement</i>	<i>In weekly meeting everyone is encouraged to speak up and their voice is heard and opinions valued</i>	<i>My boss always comments about younger staff being lazy</i>	<i>Share with my boss the incredible work of the younger members of the team</i>