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Praise for *The Audacity Spectrum*

‘Alina Addison dives into one of the key character traits of our times: the courage to lead with an open heart. If you feel the call to walk that path, *The Audacity Spectrum* is your road map. **It carries a vital message for those stepping into, and living, their mission fully. A must read**’

Teo Alfero, author of *The Wolf Connection*
and co-author of *Transmission*

‘If anyone knows Audacity – both through her own actions, and by coaching others to step up their game – it’s Alina Addison. **This book will help leaders of all levels simply play bigger in service to something amazing.** I’m excited to see how it changes the world’

R. Michael Anderson MBA MA, bestselling author &
pioneer of Leadership Mindset 2.0

‘Part personal memoir, part coaching manual, *The Audacity Spectrum* **gives ambitious leaders the tools to meld their tenacity and individuality, simultaneously to dare and care.** It is a welcome addition to the library of modern management texts’

James Ashton, author of *The Nine Types of Leader*

'The Audacity Spectrum stands unmatched in leadership literature, distilled from the hard-earned wisdom of navigating her child's autism journey as well as her own high-profile career. The latter in itself is impressive but matched with her family challenges, **this book transcends the ordinary from page one, offering deeply authentic insights** that only Addison, with her unique experiences, could provide. **A compelling read for those looking for leadership lessons forged in the crucible of real-life adversity'**

Evelyne Brink, Executive Presence Coach, author of *It Takes Guts*

'We need our leaders to be both courageous and kind. This book will get them there'

Zena Everett, author of *The Crazy Busy Cure* and *Badly Behaved People*

'An inspiring and important book – audacious leadership is no bullshit leadership'

Chris Hirst, author of *No Bullsh*t Leadership* and *No Bullsh*t Change*

'More than ever, we need leaders versed in care, courage and non-conformity. *The Audacity Spectrum* is both a transformational guide, and a roadmap for leaders looking to connect with meaning and authenticity. Game-changing, real, and practical, Addison has crafted an unputdownable read'

Dr Mandy Lehto, Executive Coach and host of *Enough, The Podcast*

'The Audacity Spectrum brilliantly captures the essence of transformative leadership. It provides a comprehensive framework for leaders to navigate high-level challenges with empathy and boldness. **This is a vital read if you are a leader seeking to elevate your impact'**

Rich Litvin, author of *The Prosperous Coach*

‘Alina Addison’s *Audacity Spectrum* brilliantly maps the journey of transcending personal and professional challenges with **audacity**. Her heartfelt stories and insights will inspire you to harness your inner strength and embrace the spectrum of possibilities that audacity brings to life and leadership’

Tony Martignetti, author of *Campfire Lessons for Leaders* and *Climbing the Right Mountain*

‘Increasingly we need our leaders to be both courageous and kind. This requires a level of awareness and practice. This book gives leaders the ‘how’ to not only get them there but to keep them there. To honour the courage and heart to keep evolving. **A vital read**’

Sara Milne-Rowe, author of *The SHED Method*

‘This is a book about finding courage, but pushes far beyond simple, self-help platitudes. It provides what psychologists call, scaffolding – the necessary structures that enable people to climb to heights beyond their reach. Addison’s writing is personable, accessible and elegant and each chapter flows effortlessly into the next. **Both inspiring and remarkably practical – highly recommended!**’

Martyn Newman, PhD, DPsych, and author of *Emotional Capitalists*

‘If you dare to lead with heart and soul, *The Audacity Spectrum* is your guide. It’s **a must-read for all of us who are rebelling for our mission, our people, and our own audacious definition of success**’

Shelley Paxton, author of *Soulbbatical*

‘Living audaciously means finding ways to be courageous and caring. Alina’s Audacity model combines science and her extensive experience as a pioneering corporate leader, Emotional Intelligence expert coach, and mother to a son on the autism spectrum to **show you why and how to embrace growth and succeed where it seems impossible**’

Amina Aitsi Selmi, author of *The Success Trap*

‘In *The Audacity Spectrum*, Alina Addison mindfully **weaves together timeless and timely wisdom**, a perfect venn diagram, where leadership, parenting, and neurodiversity converge. Whether you’re a professional, a parent, or an adult looking to live more courageously, **this well-researched and thorough blend of insights and exercises is a treasure-trove – an audacious, uplifting guide for life and work**’

Elaine Taylor-Klaus, MCC, CPCC, author of *The Essential Guide to Raising Complex Kids with ADHD, Anxiety, and More*

‘I never really understood the true meaning of audacity. Alina Addison’s *The Audacity Spectrum* has opened my eyes to not only the importance of being audacious but how integral it is in both my professional and personal life. **This common sense, practical book will inspire you to be a better version of yourself**’

Jodi Rodgers, author of *How to Find a Four Leaf Clover*

‘If you’ve ever been told you’re ‘too much’ or felt the lie of ‘I’m not enough’, this is for you. **Filled with deep humanity, hard-earned wisdom and practical advice, this book is a rallying cry you’ll want to listen to. It will help you not only find your path, but create it.** A book to cherish and one that says what I have tattooed on my arm: *I got you*’

Jennifer Pastiloff, bestselling author of *On Being Human*

‘A transformational journey that redefined my personal and professional success. **A must read’**

Britta Jaschinski, award-winning photographer and editor

‘The Audacity Spectrum is an epic heroine’s story. I have had the great privilege of getting to know Alina and her message is true to how she lives and expresses herself in every facet of her life ...

Let this authentic, transparent, empowering story inspire you to take emotional risks in places where your fears and doubts limit your life expression’

Christopher Lee Maher, US Navy SEAL &
bestselling author of *Free For Life*

The Audacity Spectrum

Leading with
Care, Courage and
Non-Conformity

ALINA ADDISON



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To Dan, my inspiration, and Carly, my muse

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Preface

‘The reasonable man adapts himself to the world: the unreasonable one persists in trying to adapt the world to himself. Therefore, all progress depends on the unreasonable man.’

George Bernard Shaw

Before I settled on the concept of audacity, I was excited by the idea of all things ‘extra’. Extra-ordinary. Extra-caring. Extra-daring. Extra-courageous. That extra something is what makes the ordinary extraordinary and transforms ‘impossible’ into ‘why not?’

High achievers and high performers all seem to have that extra something: a drive that keeps them looking forward, scoping out the next challenge. The naturalist Jane Goodall – who, without any of the conventional qualifications, became one of the best-known names in conservation – is a case in point. Observing what sets the most successful of chimpanzees apart, she describes a relentless tenacity; the most resilient chimpanzees are the ones

who get up and try again after an attack. Goodall says she's the same herself: 'Like one of those dolls with weighted bottoms – you hit them over and they bounce up. I'm obstinate and I'm not going to give up.'

In my work as an accountant, then trader, manager, and ultimately managing director of Rothschild & Co., and in my subsequent work as an executive coach to leaders around the world, I have observed this again and again in the highest performers. But I have also observed something else: this tenacity is not only applied to reaching a goal or overcoming obstacles. The most successful leaders are also tenacious *in themselves*. They don't try to fit in or diminish the unique qualities that make them stick out. They hold on to their 'extra' aspects with tenacity, whatever life's knocks, just as they don't give up on their aims.

It is a myth that high achievers and performers have a common personality type that explains their success. Instead, I believe they have found a way to channel their atypical aspects, the distinctive attributes that make them who they are, in a positive way. This isn't reserved to those at the top. We all have the potential to embrace the 'extra' parts of ourselves; to cultivate the qualities we've been told are too much, to take our unique aspects and make them our strengths. We all have the potential to develop such a sense of conviction and confidence that we pick ourselves up again and again, with the same relentless tenacity of the chimpanzees. And we all have the potential to turn this combination of tenacity and individuality into enduring success and sustained happiness. To live and lead audaciously.

The first step towards a more audacious life is to ask yourself a radical question: 'What do I care about so much that I don't care what others think?' And then: 'How willing am I to dare to stand

up for the things I care about?’ – even if it means taking risks and ruffling feathers.

The struggle to strike a healthy balance between caring for oneself and caring for others, without worrying too much about what other people think of you, is universally common. Many of us aspire to ‘show up’ for our truth and the things that matter to us and to care a little less about other people’s priorities. But we don’t want to become careless, or blinkered, losing the ability to listen, either. For leaders, in particular, these parallel and interdependent needs are held in constant balance.

The challenge of striking this balance has confronted me repeatedly in my personal life, making me something of an expert on it. My son Dan, who was assessed to be on the autistic spectrum in his early teens, taught me to embrace and celebrate both extreme daring and caring behaviour. I have come to see this as a superpower and recognise it in my clients too. Through parenting Dan, and through my work with leaders at the highest level, I have learned both the transformative power of being extremely passionate about a purpose, and also the impact of caring deeply for others.

I now recognise Dan as my greatest student and my greatest teacher. He threw my highly organised world into complete turmoil. He could never hear the word no, and for a long time I could never say anything but yes to him. It feels impossible to convey fully what an extraordinarily challenging time of life this was.

Dan’s daring and caring shows up in his stubborn focus on what he cares most about and his daring to get it in ways that usually bypass social niceties. He has the ability to see what others don’t and the inability to see what others do. Everything feels more

intense for him than, say, for a neurotypical person, with not many grey areas between the extremes of his emotions and sensations.

Whilst this way of viewing the world is characteristically neurodivergent, my coaching work has taught me that, to a lesser extent, many, if not all of us, have similarly particular and unique ways of perceiving and experiencing ourselves, the world and our workplaces. We also all have things that we care deeply about, and we all have the capacity for bold, daring thinking and action. Too often, though, we lose touch with our sharp edges and intuitive sense of what feels right and wrong.

As a parent, I believed I could take the most difficult situation I had ever known and transform it into something joyful and harmonious. I realised that there was nothing for me to change about Dan. The shift that would make the difference was all to be found within myself. Not only did I end up cracking the code and bringing us into a beautiful relational dance together, but the wisdom I gathered along the way would serve as the foundation for my coaching approach. With my audacity concept front and foremost, I am able to support others to become truly powerful leaders.

This book offers a practical framework for anyone who wants to embrace a more audacious approach to their work and to life generally. Developed over the course of parenting Dan, and coaching hundreds of executives, *The Audacity Spectrum* offers a flexible scaffolding that can enhance and support audacious leadership. It puts us back in touch with the aspects of ourselves that are that little bit 'extra': the things that give us our edge, our drive and our tenacity.

Together we will explore how you can:

Acknowledge
Uncertainty.

Dare
Authentically.

Care
Intensely.

Trust
Your yes.

Introduction

Audacity Unpacked

‘Sometimes all you need is twenty seconds of insane courage. Just literally twenty seconds of just embarrassing bravery. And I promise you, something great will come of it.’

Benjamin Mee, in the 2011 film, *We Bought a Zoo*

When people ask me what I do, I often reply: ‘I give people courage.’ Much of my work with clients focuses on helping them reframe the aspects of themselves they feel they have to tone down or smooth out.

Too often, leaders think of themselves in terms of ‘too much’ or ‘not enough’. We are told we are not patient enough, or not nice enough, or not polite enough. We are too emotional, too intense, too demanding, too bold, too direct. When you hear this from a young age, you spend your entire life trying to be *less* than your most authentic self because you make others uncomfortable. And when this is the case, you are likely to approach *self-development* as *self-improvement*,

making the assumption that there is an ideal leadership norm – a perfectly balanced, generalist ideal to aspire to.

We are flooded with messages that too much of anything is bad, even when it starts as something good. Too much resilience makes you stubborn and inflexible. Too much persistence and you don't know when quitting is right. Too much excitement makes you susceptible to anger. Too much perseverance turns into obsession. Too much compassion leads to burnout. Too much bravery can lead to recklessness.

But what if we thought about it in a different way? When you feel 'too much' in one way or another, you often experience the world deeply: when something affects you, it moves you to your core. If you're a high performer then you've likely had lots of extraordinary highs, as well as some epic lows. You can be extremely perceptive. You know when someone is in a bad mood or masking their emotions: your bullshit radar is hypersensitive. You won't put up with hypocrisy or inauthenticity. Yet, being told you're too much often makes you feel not enough. You need to remember that 'too much' is someone else's perception and has nothing to do with you.

In my work, I find that these 'extra' abilities aren't 'too much' at all. When they are channelled in the right way, 'too much' traits can be found in many of the best leaders; leaders who are able to use their gifts to better the world.

An Unconventional Definition of Audacity

What do you think of when you hear the word *audacious*? Do you see it as a positive or a negative? Your relationship with this one word can change your life.

The noun ‘audacity’ comes from the Latin word *audacitas*, meaning boldness and daring. Someone who shows audacity makes bold moves and isn’t afraid of the consequences. Over the years, some negative overtones have crept into our use of the term. The *Cambridge Dictionary* defines audacity as ‘courage or confidence of a kind that other people find shocking or rude’. Dictionary.com defines it as ‘boldness or daring, with confident or arrogant disregard for personal safety’. Often people use audacity in a way that suggests a mixture of awe and judgement. Think of expressions such as: ‘They had the audacity to. . . [say/do such and such]’, which combine admiration for someone’s courage and disapproval of their breaking of ‘rules’. Inherent in the idea of audacity is a tension between opposite, yet coexisting, impulses.

Increasingly though, audacity is shaking off its negative connotations. It is being embraced as a sign of bold risk-taking, a necessary ingredient to success. *The Audacity Spectrum* aims to reframe and shift the way we view audacious behaviour and embrace it as a superpower.

Audacity can be associated with both admiration and arrogance. It exists on a broad spectrum, on which leaders are engaged in a constant dance between daring and caring. To better represent this, I have developed my own definition:

Audacity: daring and caring when it matters, and not at all when it doesn’t. Caring enough to dare to take risks where necessary, without caring about other people’s judgements.

Someone who represents this for me is my friend Angela Tennison. I met her through 4PC – the 4 Percent Club, a community of top-tier performance coaches and leaders founded by Rich Litvin in

2014 – and she has since become one of my key role models for audacity. In 2007, Tennison was inspired by a man with a vision so big that it sounded crazy. Despite this, Tennison believed in his vision and did what most people thought was an equally crazy thing: she followed her heart, left behind a secure job, and took a year out of her life. She didn't care about what those around her thought; she cared about supporting this man with his mission. That man was Senator Barack Obama, and his mission was to become president of the United States. The story had a happy ending. He won the presidency and Tennison continued to support him in the White House for almost seven years.

However, like all happy endings, there is a lot of hard work in the middle that gets forgotten; the invisible graft that's inherent in any success. Central to this graft is often an unshakeable belief: the desire to stand up for something bigger than yourself and to make a positive difference – the audacious moment when you say: 'I care about this, and I don't care what other people think.'

When Tennison declared to me that she wanted to care less, I knew she meant the opposite of becoming 'careless'. She wanted to make an impact in the world by standing up for what she cared about and caring less that other people believed it was impossible.

And so, we come back to my definition of audacity. Tennison dared and cared when it mattered, and not at all when it didn't. She cared so strongly about something that she took the risk of quitting her job and moving across the country, without a care for other people's judgements. Her willingness to take the leap and then keep going in the face of uncertainty and difficulty characterises the sort of life-changing audacity that many of us aspire to, and which we can all find within ourselves to inform our approach to our everyday life and work, if we choose to.

Of course, there is also an ego-driven version of audacity. I am not advocating the type of audacity that shows up as unrestrained, reckless or defiant (think Elon Musk and his controversial behaviour at Twitter, now X). Neither am I advocating for the version that shows up as not caring for yourself or others or for the consequences of your actions. I'm advocating for an emotionally intelligent version of audacity.

The type of audacity that I subscribe to is:

- Kind confidence that can be creatively bold and inspiring.
- The audacity to say yes to the right opportunities.
- The audacity to ask for what you want and graciously accept a no when you don't get it.
- The audacity to care deeply enough to ask again.

Here are some of my clients' ideas of audacity:

- 'To speak your truth and have no fear in doing so.'
- 'To see the positive side of life every single day. It's easier to see faults and shortcomings in everyday life. It's audacious to acknowledge those and yet choose to see the positive side of everything.'
- 'Daring to be defiant. Because people want to put you in a box. The world puts labels on you. There are certain things that are expected of you. And so being audacious is defying that gravity.'
- 'Being scared and doing it anyway.'

These definitions show a range of ways you can make audacity your own: not just in big life shifts, but in daily ways of showing up for your work, family and life.

When I look back, I can identify many moments of audacity in my own life. It was audacious of me to sign up to an athletics club without informing my parents and go on to qualify for the 100 metres national championship finals. It was audacious to leave my home in Romania with \$100 in my pocket to start a new life aged twenty-one. And, much later, it was audacious to request a four-day working week at an extremely prestigious financial institution in order to spend more time with my children.

Audacity can show up in many ways in your life. What have been your most audacious moments?

An Audacious Dream

My son Dan's audacious dream has long been to have his own zoo. In 2015, when he was eleven, he looked online for 'zoos for sale' and found a newspaper article about one in the middle of England that was in liquidation and in need of rescuing. He became obsessed with buying it. He researched the subject, created many PowerPoint slides, and crafted a detailed business plan of how he would save the zoo and grow it to achieve great success. He was even ready to present it to the *Dragons' Den* judges to get financing.

While I appeared to encourage him to do this, I privately knew I would not do anything about it. I reasoned that this was the sort of benign disingenuousness that was universal to all parents. The zoo idea kept Dan occupied and excited for months. When his obsession with it got out of hand, I told him the zoo had already been sold.

Years later, as I went on my own journey of self-discovery, I

felt ashamed that I had encouraged him when I had never really intended to follow through. I realised how inauthentic I'd been. I also recognised how possible his 'impossible' dream might have been. But back then I was an overwhelmed and overstretched single mother of two, with a trading job in the City of London. Considering that my son could own a zoo one day was an impossibility for *me*.

Yet, seven years on, Dan's dream looks closer to reality than ever, as he has gone off to university to study zoo management.

My personal parenting journey with Dan has taught me so much about my own tendency to fall into binary thinking – often an attempt to manage uncertainty by deciding too quickly and often saying yes or no prematurely. My experiences with Dan, and the number of times he's proved me wrong, trump all the coaching training I've done. Being Dan's mother has challenged my autopilot thinking and stock parenting responses.

As I watch him grow into himself more and more, I've become newly aware of the way that audacity is a maverick trait that is rooted in feeling that it's okay to be who you are. In my own life, the greatest audacity teacher was a child who kept saying: 'Why not?' and: 'If not now, when?' As a coach, I teach my clients to ask themselves these questions, to support them to become audacious leaders. With a client in front of me, and by talking to the people around them, I am able to see where their sharp edges and strengths are.

The Eight As of Audacity

In my coaching career I've learned that often the more we try to fit in, the more we stand out. In contrast, when we stop trying to

mask and compensate, and focus more on appreciating our unique strengths, while honestly acknowledging areas for development, we tend to feel more accepted and authentic. We become unapologetically ourselves.

‘Everyone is born unique but most of us die copies,’ says the motivational speaker Les Brown. But I wonder whether this is more a consequence of a collective ‘masking’ effort than an intrinsic lack of originality. My instinct tells me it is the former. This is a book that celebrates accepting and embracing our visible and invisible sharp edges and unique perspectives. Working within the Audacity Spectrum, we can enhance our capacity to care deeply about some things and boldly act against the grain when we feel compelled to, freeing ourselves from pointless worries about what other people may think.

Through my coaching work it has become clear to me that we are all capable of being extraordinary leaders in our careers, our families, and our lives. The path to fully stepping into your power can seem audacious to others and yet when you live guided by brave conviction, trusting in your strength and capability, you will inspire genuine trust, loyalty, and love from others.

So how do you identify the parts of yourself to be embraced, or enhanced: your unique strengths and areas for development? And how do you come to accept the full spectrum of yourself in order to turn up authentically and audaciously in your life and at work?

The aim of the Audacity Spectrum is to offer answers to these questions. We begin by identifying what I call the ‘Eight As of Audacity’ which make up the full spectrum. These are attributes that define the way we relate to ourselves and to others, and each contributes to the way we show up in the world.

They are:

1. **ATTUNEMENT** – the power to slow down to FEEL your feelings and TUNE INTO the feelings of others, enhancing the chance of BEING FELT by them in turn. The more you deepen your sense of self-attunement, the more clearly you can tune into what is happening for others.
2. **ACKNOWLEDGEMENT** – the courage to KNOW your strengths and weaknesses and embrace them equally. The more you acknowledge your positive and negative emotions (especially fear and love), the more you can learn to use them both to your advantage. It's important to accept that you DON'T KNOW and CAN'T KNOW everything. There is always room for learning and improvement.
3. **ASSURANCE** – the confidence to say YES to life and to opportunity, YES to *own* your abilities, without being deterred by your weaknesses. To listen to your gut, and to act on what it tells you with trust and conviction.
4. **ASSERTIVENESS** – the fortitude to say NO to fear, to bullying, to putting yourself second, to things that go against your intuition and that don't feel right.
5. **AUTHENTICITY** – the self-belief to TRUST in your own truth and to 'speak truth to power' – to courageously confront authority and stand up for what's right. To dare to CARE LESS about what others think.
6. **ADVOCACY** – the passion to CARE so much about someone or something that you can move mountains.
7. **ADAPTABILITY** – the ability to take the long view and

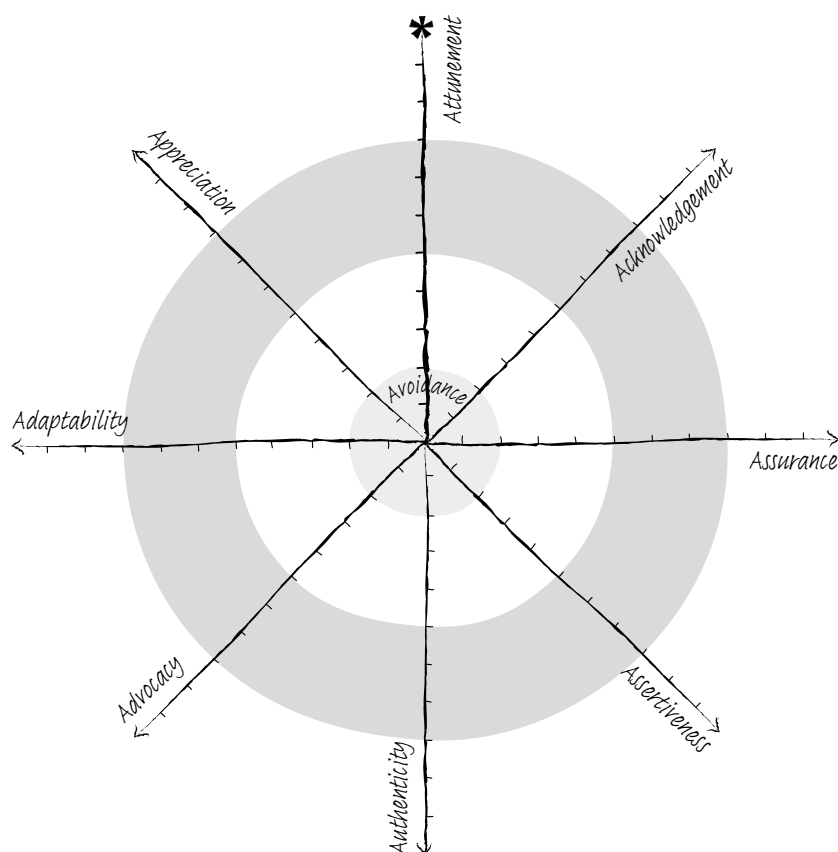
‘flex’ (be flexible with) your plans. The willingness to lose the battle in order to win the war. The willingness to take a backwards step to leap forwards. The courage to LET GO!

8. **APPRECIATION** – the resilience to practise gratitude, even in – or especially in – the most difficult moments. To choose to see the POSITIVE in negative life experiences.

The Audacity Spectrum supports leaders in acknowledging and cultivating their own perfectly imperfect brand of audacious leadership. Just as the perfect cocktail contains varying quantities of ingredients, each of us will have different levels of the eight As in the spectrum. The main question we need to ask here is: ‘Does the current state of my spectrum accurately reflect the best of my ability?’ If the answer is no, it’s time to ask: ‘How can I work to enhance my audacity across the spectrum?’

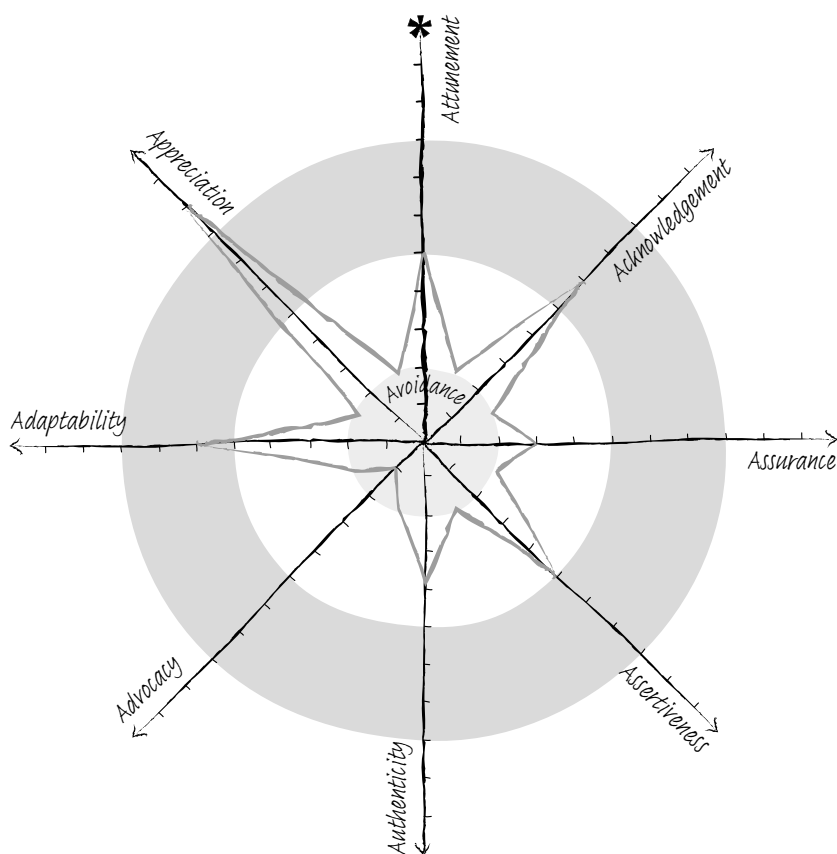
The Audacity Spectrum isn’t a spectrum in a linear, left-to-right sense. It exists on an axis, in the round, with each of the As forming the spikes of a star to represent the different attributes of audacity (see opposite). The circle at the base of each spike represents the avoidance zone, where an attribute is lacking, while each apex represents the most intense version of an attribute as it applies to you. When these attributes are plotted, they form a star that is different in shape for each and every one of us.

My intention in the following chapters is to equip you with some simple and practical techniques that have worked for me and my clients. I’ll show you how to ‘dance, as if no one is watching’ across the Audacity Spectrum, making audacious leaps towards your own definition of success.



We will explore each of the eight As of the spectrum, and I'll reveal how enhancing audacity will support you to thrive as the truest, most authentic version of yourself. In the final chapter of this book, 'Actualisation', you'll be able to chart your own star. The Star of Audacity, unique to each of us, is something you can map and return to again and again to assess how audaciously you are showing up at any given time.

Your Audacity Star is not static – it's not a personality quiz that will tell you *who you are*. It is a snapshot of where you are at the moment, in each of the eight areas. As you go through the book



and learn techniques to enable you to lean into each attribute with more audacity, your star will evolve. You might find yourself more able to say no and set boundaries or say yes to open yourself up to new opportunities. You might find new flexibility in your response to uncertainty, and an ability to recognise what you really want from your life and career.

Anyone can be a leader – a mother or father fully believing in their kids, encouraging them to become the best they can be; a teacher; a student; a boss; an assistant. Anyone who inspires others with their own words, presence and actions. That's you.

Life: the Best Audacity Teacher

We are all both teachers and apprentices. My children have been my greatest teachers. The lessons I've learned from parenting are on par with thousands of hours of reading and leadership practice. I've learned that we all care audaciously about someone or something. And how much we care will influence how we feel and what we do about it and, ultimately, how daring we become. I care deeply about my children achieving their full potential. I care deeply about my clients achieving theirs as well. I care about my family and my family values. I care about hard work, quality, courage and integrity. I care about kindness. I care about commitment.

I care about commitment a little more than most people. In the past I've been disappointed and intolerant when other people wouldn't go the extra mile. *Surely, everything is possible if you put your mind to it?* I couldn't understand how others didn't get it. Or weren't willing to. Until my son came along. And everything became so hard. And hard work was no longer enough.

'He is so lucky to have you as his mum. And you are so lucky to have him as your son.' These were the words of the clinical psychologist who brought the complex autism diagnosis of my son Dan to our lives ten years ago. At the time I had no clue what autism meant. My son was nine years old, and I was terrified. The diagnosis came as a shock and a relief. The prognosis was petrifying. I was told that he was unlikely to make it through secondary school without being expelled due to 'difficult' behaviours. I was told that he would need a lot of support and that his chances of an independent future were bleak. I felt adrift and powerless.

Feeling lost, I asked my dad: 'How can my son's autism

diagnosis be tackled with hard work, perseverance and kindness? Hard work can't give a blind person their sight back!

'It won't,' he said. 'But a blind person will have an extra sense and power that you don't have! What extra powers does your son have? What does he find easy that others find hard?'

Inspired, I went searching for answers in books. I would find the best for my son in his story. I would find a way to live with his diagnosis and change the prognosis. I was raised to believe that giving up was not an option. Perseverance and grit came easily to me. As I later discovered, these are Dan's superpowers too. I reached out to experts and other people who could help – allies who had travelled the same road that I was just embarking on. It was the beginning of a journey of discovery, and along the ride I confronted a roller coaster of emotions: grief, sadness, unbearable pain, and desperation, intertwined with immense joy, pride, and feeling incredibly lucky.

Home became a training ground for conflict resolution with compassion; for advocating for difference and tolerance on behalf of my son; for learning to say no by starting with a yes. 'Yes, later,' became the start of most sentences, as a way of buying time with my son who could not hear or accept a no. Sometimes it was easy, and sometimes it was hard. One step forward, two steps back. Two steps forward, one step back. Tiny steps. Huge leaps.

The training ground at home would go on to equip me with practical tools for clients facing their own difficult tensions at home and at work. Some clients were stuck in jobs they no longer enjoyed, or in which they felt overlooked, or in which they were secretly burned out. Others worked hard and were drifting away from their partners or kids, or feeling they were missing out on having a family. There were also those holding back from fulfilling

their passions and purpose for fear of jeopardising what they had already worked so hard for.

Letting Go of Your Old Story

Getting to the next level of success requires the courage to let go of your old story. Learning to access the full spectrum of audacity requires letting go of the illusion of security and making room for uncertainty. The question is: how much do you care about ascending to the next level? And how willing are you to just be unapologetically you?

The concept of neuroplasticity is that the brain can reorganise and change, even in the face of damage. New and novel experiences, including negative experiences, help the brain to learn and adapt. That's certainly been my experience. Home and work have become one for me: the evolution of the Audacity Spectrum is the organic outcome of that.

The work I have done with my son as well as with my clients is the best testimony of how the Audacity Spectrum works in practice and what can be achieved. I believe that if Dan can channel his 'too much-ness' or 'not-enough-ness' in positive ways and defy the doubters, which he has, most people can. Inspired by Dan, I let go of the old stories about myself, and about him, and decided to write new ones. I learned to be ambidextrous in life and grasp all opportunities with both hands, stretching my optimism that little bit further. Through many trials and errors, I developed the ability to be kind, to take risks, to dare and care, and be grateful. These are attributes that I now teach my clients.

The Courage to Embrace Your Spikes

When you look at the Audacity Star, you can easily see that it looks spiky. Some spikes are more extreme than others. These might be the very things that have contributed to you being called ‘too much’ or ‘not enough’. Often, in my experience, those who have the most extreme spikes have developed unique strategies for fitting in or standing out. These are not spikes to be ironed out. Your ‘extra-ness’, your spiky edges, can become your superpower. They can offer you an originality and authenticity of thinking that others don’t have.

I have noticed that remarkable leaders with low scores in some attributes often overcompensate with high scores in others. Often, I’ve found a difference between women’s and men’s scores. Among the same audience of successful leaders, women consistently scored higher, for instance, in the caring As of Advocacy and Appreciation and lower in the daring As of Assurance and Assertiveness – with men displaying the reverse. And I found that both men and women struggle with trusting their ‘yes’ and fully accessing their Attunement and embracing their Authenticity.

Low Attunement suggests low empathy. For me it is no surprise that I see this result as often as I do when I’m working with industry leaders. After all, this A is still not prized in most corporate spheres. If anything, empathy and being attuned to one’s own and other people’s emotions has historically been seen as a weakness. This is no longer the case. What is more, this trait is going to be a crucial differentiating factor between those who succeed and those who fail in the future hybrid world of blurred home and work environments.

As we train our brain by repeatedly practising new emotionally

intelligent and audacious behaviours, it builds the pathways to underpin positive habits: the foundations of a positive mindset. Whichever of the As in the audacity model you struggle with the most, improving your score is absolutely possible, although it's likely to feel like hard work. Changing a behaviour that's been 'second nature' to you, but no longer serves you, is difficult. It takes real courage to embark on these changes.

Courage is something that we can't always find within ourselves. The root of the word comes from the Latin *cor*, which means 'heart'. To be courageous means to live with the heart. That's not easy, when everyone around us lives in their heads. But it is possible. From my experience, embracing tough challenges is almost always worth it – and the courage can be found if you are audacious enough to consider it. All good things in life start with an intention. Having a clear intention is only half of every success story, however. Taking action is the other half. Courage is a learned skill that can be dialled up and down. If you set the intention and take action, you will see your courage increase.

Despite being human *beings* – and not human *doings* – most people find moving from *knowing* to *being* much more challenging than moving from *knowing* to *doing*. Learning to be adaptable, empathetic and authentic – to embrace the attributes that make us different and enhance the traits we lack – takes additional practice and commitment. It takes extra courage and extra caring. In other words, it takes *audacity*.

This courage can feel scary at first, but some of the fear is a consequence of caring too much about the wrong things – often other people's judgements. To offset this, I will tell you what I tell my clients: success is visible, and failure is invisible. For every

success story, there are many ‘failures’ and mistakes that happen on the way, and which made it all possible. We are our own harshest critic and most of our failures are invisible to the naked eye and to other people.

What I have found to be the secret ingredient to rising above it all is to not get attached to the highs and not run from the lows by flipping into ‘human *doing*’ mode. We need to allow ourselves to be where we are.

So, let’s begin by finding out where you are. You can do the Audacity Spectrum quiz at the end of this book, map your star, and then go straight to certain chapters to read more about the attributes in which you score the highest, and/or the lowest.

Alternatively, you can read on, follow the As from the very beginning – starting with Attunement – and discover how they all fit together. Since we all have something to learn from each of these attributes, and Attunement – finding out and understanding what we feel – is the most important for any of us, this latter approach is the one I suggest.

Whatever you choose, I hope these pages give you the courage to show up fully in your work and life. To live audaciously.

Dare and Care

Two Sides of the Same Coin

‘It is not because things are difficult that we do not dare, it is because we do not dare that things are difficult.’

Seneca

Audacity is rooted in a strong relationship with yourself. The leaders who are most self-aware, self-confident and self-controlled command authority and inspire their teams. Only when you master yourself can you lead others. Only when you learn to accept yourself with your positive and negative traits can you encourage others to do the same. Leaders who recognise they are weak in some aspects are then free to reframe these gaps as opportunities for delegation, empowering other members of their team to support them where they need it most. The good news is that learning to shift to a state of being, not doing, will help you to enhance all the traits that make for an audacious leader. By embodying the daring, caring and non-conforming attitude, it all becomes second nature.

The human spirit is inherently audacious. In fact, we would never have survived as a species without those who dared to be audacious. Yet, in our modern world we have damped down that spirit out of fear of ‘being too much’, of ‘overdoing it’, drawing attention to ourselves and risking judgement. An audacious life is underpinned by three imperatives:

1. DARE – have the courage to try new things and speak up with conviction, honesty and authenticity.
2. CARE about oneself and others, lead with empathy and advocacy.
3. TAKE RISKS and NOT CARE about what other people think.

I encourage you to commit to all these audacious acts in a positive, optimistic way. At any one time we are making decisions and taking risks based on how much we care and how much we dare, moving across the Audacity Spectrum by learning when to say yes and when to say no, to align with our dreams, values and purpose.

Context is key: daring to fully care and stand up for someone or something can be audacious – just as much as daring not to care, or to seek the approval of others.

The Art of Balancing

We are constantly moving between caring and not caring. Our sense of daring increases and decreases depending on the situations in which we find ourselves, and our relationship with ourselves and other people at any given moment. When we are at

our most daring – pushing to become more audacious – we can take bold action. Some days, though, avoidance is a good strategy. When it comes to ‘sweating the small stuff’, or sticking your neck out over something minor when the cost to somebody else is major, the ability to care what other people think and feel is crucial. That’s when saying no will pay off. (More about this later in the chapter on ‘Assertiveness’.)

To live and lead audaciously you need to find that elusive balance between daring, caring and not caring. This balance inspires a willingness to take risks to fulfil your ambitions, equipping you with the relentless tenacity required to stay on track.

I encourage you to live according to your own agenda, rather than living in response to someone else’s. When you lead with this strong sense of daring and caring, you can accept that others might disagree with you, or even dislike you – and it enables you to disagree back and stand your ground with grace and compassion.

Mastering audacity requires learning to balance caring with daring and risk-taking.

I Dare You!

Most of my clients are very familiar with the financial definition of risk: they tend to be skilful at weighing the downside against the upside when making financial investments. This is what makes them successful at work. They are subject-matter experts and takers of calculated risk. Because I was once a trader myself, I can empathise. But many have also become experts at numbing their dreams and hiding emotions. They would not dare to stop

and dream big or take the same risks in their personal lives; they fear the exposure of showing their emotions, yet they ignore the private risk of numbing and hiding them.

One of my favourite ‘dare you’ sentences that I use in my coaching relationships is: ‘I am going to challenge you, in order to support you!’ It means that I will question and challenge my clients’ assumptions in a curious and constructive way, while being sensitive to their emotions. I often follow up with: ‘On a scale of 1 to 10, how challenging do you want me to be?’

Acknowledging how willing you are, on a scale of 1 to 10, to move outside of your comfort zone, will determine how audaciously and fully you live your life.

On most days, the majority of my clients will choose 10 – the toughest level of challenge. However, there will be days when they are not up for it. And that’s okay too. We all have good days and bad days. The key is to have the courage to recognise that the brilliance of our good days is inherently shaped by the shadow of our bad days.

Some of us are brave enough to shout our dreams out loud. Some of us bury them deep inside. But even the secret dreamers can dream big. Unlike other species, humans have the incredible ability to imagine, to simply envision something that doesn’t exist. Walt Disney defined imagination as ‘a preview of what’s to come’.

If you want to accomplish something big, I dare you to stop referring to it as a dream. Be courageous. Instead of saying: ‘Don’t be afraid to dream big,’ say: ‘Don’t be afraid to aim big!’ And remember, small steps lead to big results.

What Do You Dare Ask For?

In the autumn of 2009, I was the head of credit trading for a prestigious bank. Business was lighter due to the financial crisis. The bank was not willing to take any more trading risks.

However, taking risks was what I was good at. And without it, I was starting to get bored. I was compensating for my lack of excitement by getting involved with many extra-curricular activities: becoming a member of the diversity committee, the charity committee, the women speakers' series, the mentoring scheme, and many more, keeping myself busy and intellectually stimulated.

As I juggled more and more activities, one idea started to nag at me: that I could do my actual job in four days, rather than five. But how? I was head of trading. I had to watch the risk on the 'books' 24/7. I felt responsible. I had a team to look after. I had my family to look after. How on earth could I do it all in four days? *It was impossible*, I told myself. But another voice asked: *What if it was possible? What if I made it possible?*

I started to seriously contemplate the idea. I started to dream it with my eyes open, like daydreaming as a kid. And then I took it beyond daydreaming: I started to visualise the possibility of working four days a week. I started to look for solutions and to plan for it. My colleague Nick was highly reliable and so I could empower him. He could do all the trading when I was not there. It could give him more responsibility and allow him to learn and grow.

I discussed it with him first, and he was immediately supportive.

'Can we make it work?'

'Of course,' he said. 'We can and we will.'

Self-doubt persisted: *What about the market? What about my*

trading clients? What would they say, if they knew I was not there? Would they still trust me? Would they still trust the process?

Then I reframed: *What do I need to make it work? What if we didn't tell the market and my clients? What if I was 'in meetings' when they called?*

That was entirely possible, especially with my other roles on committees. I started to visualise the many possibilities of how this might work. Next, I had to convince my boss. That was the most difficult part. I kept planning and strategising. *When would be the best time? The best environment?* Lunch, in a relaxed atmosphere, I decided. So, I invited him for a 'catch-up' lunch. Something we did every six months or so.

We walked together to a restaurant in Leadenhall Market, not far from the office. We had a nice chat. Talking about how well the business was doing, despite the challenging times. Talking about family.

Starter, main course, dessert . . . I had been waiting for the right moment. Feeling and sensing when would be best to drop the bomb. I was relaxed and detached from the outcome. I didn't expect him to give me an answer on the spot and I knew that just gathering the courage to ask for it would be a great result.

And then I was ready!

'I would like to try working four days a week.'

Silence. My boss's face went white and got whiter. I knew he was in shock and trying to process my request. I went on as fast as I could.

'I can make it work. It can be any day of the week. I can start with Thursday, so I can be in the office the beginning and end of the week. I can be flexible and come into the office when needed, for big trades or important meetings. I can make myself available

when at home on my day 'off'. Nick would be great at covering for me and he has already agreed to take the challenge on. It's good for him. He is ready.'

Silence. My boss was not convinced.

'We don't have to tell the market or the clients. I can be "in meetings" on Thursdays. And I can stay on top of my emails. Nick can access me if anything is urgent.'

I was being adaptable and offering full flexibility. I was offering to be on duty and come to work on my day off, if needed. I knew this was a great deal for my boss. And it was a trial for me. I could see that he started to relax a bit. So, I was ready to make my request!

'Would you be willing to do a trial period of six months and see if it works? If it doesn't work, I could come back to five days a week. If the work picks up a lot, I'll be back full-time. Would you be willing to consider it?'

'Okay. Let me think about it,' was all he said.

I knew we had a deal. With hindsight, doing my homework, having a plan, and letting go of it, paid dividends. Being audacious enough to ask for it and having a solution, rather than highlighting the problem, was a strong strategy. And being ready to stay adaptable too.

As Osho, the controversial Indian philosopher, taught us: 'Courage comes first and everything else follows.'

How Much Do You Care?

I know many leaders in the corporate world who have such a fear of failure, fear of judgement or need for approval – that unless they

are sure of the outcome (a certainty that is itself an illusion), or unless they get validation or external approval, they are paralysed, unable to do what they want. They care so much about what others think that they are unable to deal with underperformance or constructive feedback. Even if they say they care, they just don't *dare*.

It's natural to care about the opinions of others to some degree, yet it becomes a problem when it dominates your life. It is critical to consider feedback, but in the end recognising your self-worth and making your own choices is vital to your success and happiness. And it's worth noting that *not daring* can come across as *not caring*.

How does this show up?

Blake was a successful head of trading at a prestigious financial institution. What most people loved about him was that he was a nice guy. And what most people hated about him was that he was too nice! The paradox lies in the fact that when his strength of 'being nice' is pushed into overdrive, it becomes a weakness. His high Appreciation and low Assertiveness translated to an inability to deal with underperformance in his team. His need to please – to show gratitude for his team, and his fear of upsetting others – meant that he didn't dare to confront disruptive behaviour in some of his team members. When he learned to balance his caring about what others thought of him with the need for him to say no more often – and accepting the risk he might be disliked as a result – the positive impact was evident and the whole team benefited.

Audacity is daring to go on a journey of finding out what your strengths and weaknesses are and caring enough about flexing your weaker muscles to become the best version of yourself. Risk is inevitable and you are likely to make many mistakes in the process. This is a good thing.

When Daring Is Caring

Blake cared enormously about his people and his impact. Yet, he didn't dare to have difficult conversations. He went on a journey to become more honest with himself and others. Blake discovered that: 'Clear is kind. Unclear is unkind' – as bestselling author Brené Brown teaches us. In other words, being nice and amenable serves nobody if it is inauthentic. He learned to be clear, firm and assertive because he cared.

It's easier to avoid difficult conversations – ones where emotions can run high and sensitivities deep. Too awkward. Too risky. Too uncomfortable. Yet, the most important conversations are often the least comfortable.

Next time you are about to avoid a difficult conversation, I invite you to ask yourself the following questions:

- How much do I care?
- How willing am I to take risks and make mistakes?
- How willing am I to feel uncomfortable in order to grow?
- How willing am I to be audacious in both my self-care and care for others?

Leaders who embrace their audacity are willing to be wrong. Being wrong doesn't mean they are messing up on purpose; it means giving themselves the freedom to not always expect themselves to be right or have all the answers in difficult conversations. This shift is empowering because it gives us permission to be our full selves, to care about the things that really matter to us and dare to stand up for them.

The key is simply this: you don't have to change. You just need to remember who you really are and what is truly important to you. When you really care about what's important to you, you usually

find the courage to stretch yourself outside of your comfort zone, even in the face of discouragement.

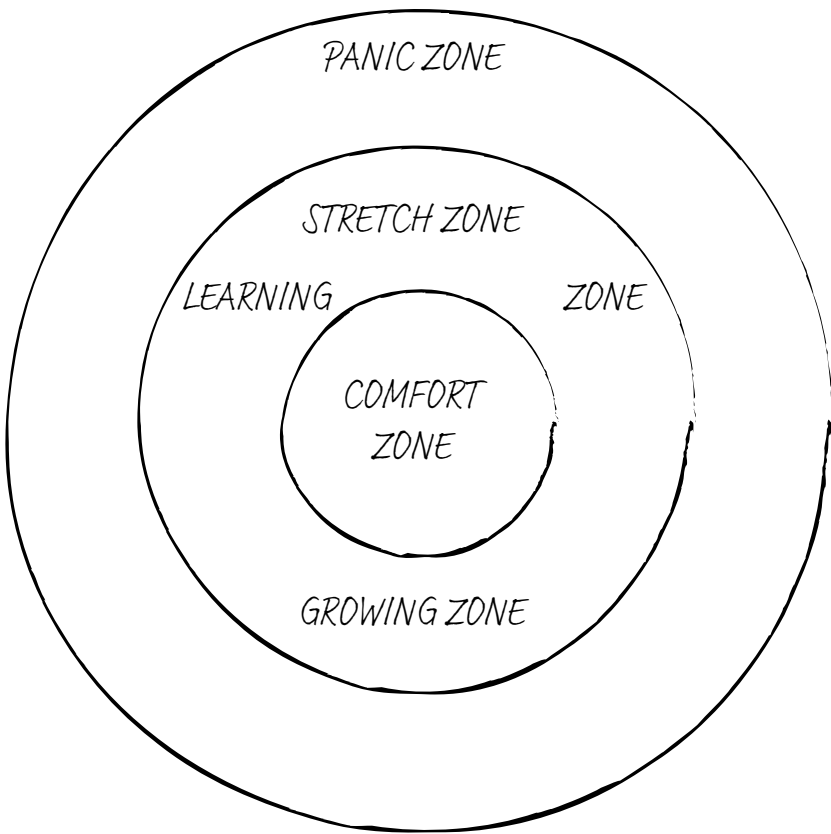
When daring becomes your second nature, it is then that you represent the ultimate form of caring. It involves stepping out of your comfort zone and facing risks with courage. That's exactly what I did when I dared to ask my boss to allow me to work part-time, despite the challenges and the fear of consequences. I cared about creating more time for my children. I cared about giving Nick the opportunity to step up into a bigger role. And I cared about making it work, within the constraints of what seemed too daring of a request at the time. Switching your mindset from: 'I hope I can', to: 'I'm going to make it happen', is a life changer.

This is true whether you're whistle-blowing abusive behaviour (as Alice, whom you'll meet in the Authenticity chapter, did), or facing a lower-stake challenge, such as inviting a colleague you disagree with for a meeting to discuss your point of view and listen to theirs.

Caring and Daring within the Audacity Spectrum

We all have a comfort zone, a stretch zone and a panic zone. The model opposite was originally created to describe learning. It is simple and useful. The comfort zone is, well, comfortable! That's why we like to spend time there. It feels safe. However, it isn't where we learn and grow. The sweet spot is at the edge, in the stretch zone. It is a place that feels uncomfortable, yet it is where I invite all my clients – and you – to play.

In order to learn, we have to venture into the unknown. In the comfort zone we don't have to take any risks. The comfort zone



is important because it gives us a place to return to, to reflect and make sense of things – a safe haven. Stretching into the growing zone is a borderline experience, but it's where we learn. It's where we feel we're exploring the edge of our abilities, our known limits. Venturing beyond the edge of this learning zone is where learning becomes impossible: it is blocked by a sense of fear. In this zone, all our energy is used up managing our anxiety and no energy can flow into learning.

When they start working with me, many clients assume I'm going to force them into the panic zone, encouraging them to

venture waaaaay outside the bands of what is comfortable for them. But the reality is that this is unlikely to work out and can even be counterproductive.

The panic zone is where my son Dan spent a lot of his time during his secondary school years, and I know from experience that it is not a place where growth can happen. The idea that the panic zone is the only alternative, is what holds many people back from venturing beyond their comfort zone in the first place.

How often do you have the courage to step outside of your comfort zone? To stay in the stretch zone where you can learn and grow? And to stay out of the panic zone, by looking after yourself, putting on *your* oxygen mask first and avoiding overwhelm and burnout? It's not easy – the stretch zone is not comfortable – yet it's the only place to build confidence.

We all have a sweet spot or sweet range; finding it can help you achieve great things. It also changes: these three zones are different for different situations and different for each person – we all have our own unique comfort zone, stretch zone and panic zone. What one person finds challenging another will find effortless. The art of coaching is to encourage you to bring what you care about into your stretch/learning zone without the fear of being pushed beyond; to expand and grow your learning zone steadily and consistently until it becomes your comfort zone. Once you've done that, it's time to start all over again with a different challenge.

But how do you identify those areas that are within your stretch zone? Fear can be a response even to steps that we want to take, to tasks that we know we could manage, to challenges we would excel at, or ideas we believe need expressing. Sometimes, no matter how much we care, we just don't dare! And often, the fear is triggered by our expectations of others' responses – particularly someone

with more power than us. In the corporate world, disagreeing with or expressing a different opinion to someone with more power than you have is a risk that many would not consider worth taking. You see an initiative that you think will not work, or a deadline that looks unrealistic. You have this gut feeling based on your experience and expertise. You care about results, yet you don't dare to challenge someone else's authority. Especially when that authority is your boss. You see this great training opportunity at work, yet you don't dare ask for sponsorship. The anxiety caused by thoughts such as: *They are not going to say yes to me. . . They'll think I'm a nuisance*, or even maybe: *I'll get fired*, may be too overpowering for you to consider taking risks, especially audacious risks.

When someone approaches me for one of my coaching courses, I challenge them to ask for sponsorship from their boss first. Although I am flattered that they want to pay for their own self-development, I know that most have this unspoken anxiety of a negative reaction from their boss or organisation – an ingrained fear of embarrassing themselves if they are turned down, a nervous apprehension about an uncertain outcome. I know that there is the potential threat looming, yet a good outcome is also possible. So, I dare them to ask and see what happens. This is a prerequisite of getting a place on my course.

Only when they receive a no do I consider their request for self-funding. In eight out of ten cases my clients come back ecstatic and puzzled that they have been given a yes. It's the first lesson in expecting a no and getting a yes.

Ask yourself what your equivalent blind spot might be – something you could ask for, but you tell yourself you can't? When you need to make a request that you are apprehensive about, ask yourself:

- Is it worth it?
- What am I trying to achieve: what is the purpose of my audacious request or act?
- What are the risks of not speaking up; what are the risks of not acting on the information that I have?

In the example of my clients, I go on to ask them: what if, by speaking up, you not only get sponsorship for a training course, but your boss appreciates your desire for self-development as a sign of ambition? And what if, by not speaking up, someone else makes use of the same opportunity and gets promoted ahead of you?

On the Audacity Spectrum, one person's audacious request feels like someone else's why not? I was comfortable challenging my boss and now I am comfortable challenging a CEO, making daring requests or trying new things that others would not. And yet, I fear driving on motorways. I have not used my car enough yet to be a confident driver. My comfort zone is driving to the supermarket and back. It takes a lot of mental effort and reframing to get myself to drive to new places, where I don't know the route (despite the GPS!). At the cognitive level, I get it. Yet, it doesn't stop the sensation of dread in my stomach. And so, I acknowledge that sensation. Then I ask myself the question of how uncomfortable I am willing to feel? And is it worth it? Do I need that skill to get to the next level in my life? Or can I do without it?

Driving on the motorway still feels like the panic zone to me. I've done it once, ticked the box, but it still feels well outside my stretch zone. I also know that if the only way to get my kids or a loved one to a hospital means that I must drive on a motorway, I'll find a way to do it. I would care too much not to dare doing it.

This is what Carmen, my business partner at my coaching and leadership company, Adaptaa, dared to do when she travelled across Europe by car on her own, accompanied by her two young children (a story you can read in the later chapter on ‘Adaptability’). For now, my stretch zone is driving further distances within my own town. . .

What is your panic zone? Speaking up in a meeting? Applying for a job well above your current title? Putting yourself out there to find fulfilling love? Once you have identified your panic zone, you can think about what your stretch zone might be. Ask yourself:

What is a small step that I can take? (Something that feels uncomfortable, yet doable?)

When you feel uncomfortable, you are in that space between where you are now and where you want to be. Within this space, by definition, you will be stretching your own audacity attributes beyond what’s comfortable, reshaping and evolving your own Audacity Star.

I never cease to be amazed at my clients’ definitions of audacity. Finn, who can easily jump out of a plane and endure a grueling marathon, does not feel audacious enough to risk having straightforward conversations at work. Ella, who can command any room with authority and competence on the outside, constantly feels judged on the inside.

As a coach, I dare my clients to be comfortable with being uncomfortable. Getting my clients to see their audacity is what I specialise in. Once you see what audacity looks like in some parts of your world, it’s easier to replicate it in other parts. When you stretch yourself out of your comfort zone, it fuels you to make courageous decisions, and they start to feel less courageous. It’s the idea of mastery over success, where you are constantly learning.

In time, the stretch zone becomes your comfort zone. Then you start all over again. It's a positive loop.

When Blake learned to deal straightforwardly with his disruptive team members, and applied the same boundaries at home, his relationship with his kids improved exponentially.

When you find the courage to stretch out of your comfort zone and have that conversation you have been dreading or do that thing you have been putting off and realise it was not as big a deal as you thought, your confidence will grow. You'll start seeing opportunities that weren't visible to you before and you'll begin to live audaciously.

Only when we dare beyond the ordinary, embracing challenges with courage, do we truly exhibit deep care. Our daring and caring reflect our commitment to growth, advancement and a relentless quest for development. For daring is not just risk-taking; it is an expression of profound caring.

Daring is the audacious spirit that fuels growth and innovation; caring is the binding force that ensures compassion. Not caring is the audacious act of embracing uncertainty and discomfort, so you can be unapologetically yourself and live a life of meaning and fulfilment.

The next chapter explores the first and most important A – 'Attunement' – and introduces you to the power of grounding yourself in the NOW – that is: aligning your mind, body and soul to the present moment, whilst staying excited about the future and not fretting about the past.

2

Attunement

Becoming Emotionally Receptive

‘People will forget what you said, people will forget what you did, but people will never forget how you made them feel.’

Maya Angelou

Attunement and Emotional Intelligence (EQ)

I could not have written this book without acknowledging the impact my training in emotional intelligence (also known as emotional quotient, EQ) has had on my own development as a leader and as a parent. I prefer the term Attunement to EQ, because it better describes the reciprocal and receptive qualities of true emotional intelligence than the idea of a ‘quotient’. To me, the Q of EQ comes with associations of ‘rating’ and competitively scoring an attribute that is by its nature intuitive, relational and rooted in humility.

The technical and cognitive skills measured by IQ – such as