

## CHAPTER 4

# INNER PRESENCE

*Enormous energy is set free when we finally drop the mask, when we dare to be fully ourselves.*

FREDERIC LALOUX

REINVENTING ORGANIZATIONS

**I** define Inner Presence as: *Being self-empowered to fully accept and believe in yourself, confident to show others the real you.*

Understanding yourself and being comfortable with the real you makes your life easier and puts you in control. Accepting all parts of yourself leads to self-worth and inner confidence, which in turn allows you to stand powerfully in who you are and face what lies before you.

Think of the best moments of your life: the times you have felt the most alive, most joyful, most fully yourself, and ‘in the zone’. This is your ‘best’ self. Inner Presence helps you bring that person to the challenges you face today.

It gives you confidence in the toughest of situations. It empowers you to be the best version of you. It is the bedrock of being a leader in these complex times.

The key elements of bringing your Inner Presence to life are:

- having a personal vision of your ideal future state to work towards
- knowing your core values and being true to them
- embracing your uniqueness, your strengths and areas for development.

By understanding these elements you will be clear on when you are being the best and most authentic version of you, your best self, and when you're not.

No doubt life will throw challenges your way, and you may feel, at times, that you are swimming in the deep end, but by focusing on the above elements, you can feel confident you are doing the absolute best you can with the skills you have. You are showing up and giving it your best go, with Inner Presence.

### **Personal vision of your ideal future state**

Our ability to be our most authentic, best self is limited if we don't have a clear vision for ourselves and our future. Until we have clearly determined *what we stand for* and what we aspire to be, we will lack clarity on *how we want to behave at our best*.

As a leader, you know it's important to set the stage for your direct reports in understanding your team's vision and how their work contributes to the bigger picture. As Martin Luther King said, 'If you want to move people, it has to be toward a vision that's positive for them, that taps important values, that gets them something they desire and it has to be presented in a compelling way so that they feel inspired to follow'. This is empowering for your team; it can be empowering for you too.

My stepfather, Cliff, came from a very poor background. He grew up in a small house with two bedrooms, in a family of nine. He received no encouragement to aspire or dream for a brighter future. Instead he was expected to leave school, earn an income and bring it home. Money was the main objective. Nothing else mattered, simply because there was so little of it.

Within the school environment he and his siblings were known as a family of poor social class, and no one expected them to achieve academically. Cliff accepted this assumption at a young age. Going home to a poor environment, with no encouragement, served as reinforcement.

As he turned 18, there came a turning point. His best friend encouraged him to take the entrance test to become a nurse. He passed. 'It dawned on me,' he told me, 'that my childhood didn't have to define me, and that I was more intelligent than I realised'.

Cliff started to envisage a different future: one that

was a far cry from his past. He saw possibilities he didn't know existed. And this ideal future state directed the choices he made in the present moment.

He became motivated to take on further academic study, knowing that with qualifications he would reach a higher status. Given his childhood experience, social standing and the financial benefits of promotion, to enable him to support his family, were key drivers.

He was propelled by his core values: learning, drive, status, optimism and compassion.

He ultimately worked his way through Britain's NHS system to achieve the role of Director of Nursing Services. He visualised his future, lived by his values and created a life for himself that was unrecognisable from his past.

One of Cliff's favourite quotes is by American social reformer, abolitionist and writer Frederick Douglass: 'You are not judged by the height you have risen, but from the depth you have climbed'. His vision for his future motivated him to climb a very long way.

Imagine you're on a sailing ship in Sydney Harbour and a storm hits (in your working environment this could be a crisis, an unexpected deadline or negative outburst from someone around you). You are confident in your sailing abilities and are playing to your strengths. You are clear on your vision, which is to reach the Opera House by sunset. You have no control over what the elements will do and how they will impact you. Yet, by

being clear about your personal vision you have a direction and the necessary motivation to navigate yourself, moment by moment. You're confidently doing all you can with what you have. Having a personal vision for your life works the same way.

Having clarity on your personal vision, you are more likely to be motivated to move towards it. As an example, athletes often visualise themselves winning the race to propel them towards success.

I recently worked with a client who was fatigued. He was keen to build greater vitality in his life. He wanted to stop allowing work to take over his life, to no longer work in the evenings and over the weekend (as did his family). This was a long-standing habit and one that took real effort to break. What made the difference? He took the time to really pause and reflect on what his *ideal future* looked like. He lifted his eyes up from the day-to-day work and looked over the horizon to visualise what was next. This excited him. His ideal future state included his ability to sustain momentum, his fitness levels and overall health.

By switching his lens from current state to future state, he was able to motivate himself to change how he was acting in the present.

Of course, at times, deadlines needed to be met. This is unavoidable, and it was important for him to keep a 'here and now' perspective. However, now he had options. He could choose: short term lens or long term

lens. By arming himself with his long-term vision he was able to maintain sustained momentum. He felt empowered. The quality and quantity of his sleep improved, as did his vitality and enthusiasm, and he was able to start enjoying time with his family again.

Being intentional in creating your ideal future state will set you up with the right mindset. Imagine it's the Friday before you're about to go on your dream holiday. You have a huge amount of work on your desk, but you're leaving tomorrow so you are feeling in a great mood. Your vision of the future is motivating you to get through those piles of work.

Visualising your ideal future affects who you are being in the present moment. A personal vision changes how we view our current reality. Instead of seeing this as fixed, we pause, and look up, out towards an exciting destination we've imagined for ourselves. One that motivates and inspires us. The person we are being today shifts, and with more energy and clarity we proceed.

### **Core values**

A client of mine, let's call her 'Orla', had lost her way. The demands of her daily role had intruded into all other areas of her life. Her focus had become solely work-centric and she was frustrated. She had a sense of foreboding, knowing this was not what she wanted,

yet as the list of work priorities got longer, she was doggedly determined to meet them. So, she continued on. Her frustration grew and others noticed. By the time we started to work together, Orla was miserable and confused about how to navigate her way forward with success. She wanted to feel energised and enthused again – and confident in herself. She just didn't know how. For someone so capable, smart and professionally successful, this confusion and self-doubt left her feeling vulnerable and frustrated. This is a common story.

She had lost connection with her inner barometer: her core values.

Having a clear sense of purpose – a personal vision – and aligning this work with your core values gives you confidence that you are on the right track. Or if you aren't on the right track, it gives you clarity on where to focus your attention.

Values act as your guiding compass.

Mahatma Gandhi, one of my personal heroes, stood for peace and nonviolence. He famously said, 'Be the change you want to see,' meaning if you want to live in a different world, act that way. This was a clear articulation of his values, and he lived according to them.

A story I've often read about Gandhi (although I do not know where it originated from) is of a woman bringing her son to Gandhi because he was eating too much sugar. She wanted Gandhi to ask her son to stop. Gandhi asked her to bring her son back in two days.

She brought him back, and Gandhi said to the son, 'Stop eating sugar'. The mother replied, 'Why could you not say that two days ago?' Gandhi replied, 'Because I needed to stop eating it first'.

Your core values support you in making the right choices for you, allowing you to prioritise based on what is important to you.

Let's consider a couple of examples. If you are clear that *health* is your number one core value, yet you've worked twelve hour days for the past two weeks, leaving no time to exercise and get out into the fresh air, then you can be clear you are not living your life according to your values. By contrast, if *family* is your number one value and, despite running a time-critical project, you have made time to eat with your family four out of the past five working days, you are more likely to be living according to your values.

Please understand I am not referring to organisational values here. While these are important, I'm focusing on your core, personal values. These values will be driving your behaviour whether you are aware of them or not. The more clarity you have on what these are, the more easily you can drive yourself forward, aligned with what is most important to you. That said, I encourage you to choose a workplace whose organisational values align with your personal values.

Returning to Orla, as she and I reflected on her life to date – what had shaped her, her beliefs and assumptions,



her personal drivers and key motivators – her level of self-awareness grew.

She paused and reflected from a broader perspective, across her timeline and across all areas of her life. She took a bird's eye view of what mattered to her most. With this clarity she saw just how inconsistently she had been living according to her values. This is easy to do. She had become pulled along by other people's agendas and a need to achieve results at all costs. Others I work with are magnetised towards the next big thing, such as career progression and promotion, or the desire to please. Whatever the reason, we always know at our core when we are moving away from or not consistently living our values. We become frustrated or demotivated.

Through our sessions Orla came to recognise this, so she committed to running any decision through her values lens. She worked hard to act and make choices according to her values. This included a commitment to switching off and spending time in the evenings with her partner and daughter. She committed to working from home once per week. She started exercising again, she returned to yoga and she booked regular time in the diary to spend with extended family

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and friends. She started to decline meetings and empowered her team to attend instead. She accepted that she was not going to get everything done on her to-do list. She learnt to prioritise and to be comfortable with that.

Being clear about her values gave her freedom to be true to herself and to feel confident she was always moving in a direction that was right for her. She had her own guiding compass. With this, her energy returned. While she could not control the external circumstances, or what was asked of her, she always had the best mentor by her side to help her make her decisions: herself.

Does she always get this right? No. Does anyone? No. But with a commitment to regular reflection and self-awareness she can bring herself back in focus time and time again.

Live your life according to your values, and you will live a life of courage, confidence and one that is true to you.

## Your uniqueness

Often when I ask my clients ‘what is your leadership style?’ or ‘give me three words to describe your leadership style’ they aren’t clear on the response. They tell me they model their leader’s behaviour or the behaviour of other leaders around them.

While it is valuable to observe others and pick qualities you’d like to emulate, I encourage you to find a style that fits you, one that is uniquely yours. Don’t try to be the leader you think you *should* be, but be the leader you want to be, that you’re inspired to be. Others will know if you are not being *real*, and it will come across as fake.

I recently coached a female leader who worked in a predominantly male environment. She was relatively new in her senior leadership role and was working hard to manage anxiety. The root cause for this was her lack of clarity around what sort of leader she should be in her given context. She didn’t have many female role models, was not loud or overly extraverted (qualities she had thought were necessary). She questioned how she could engage and galvanise the respect of her peers and employees. Taking the time to pause and reflect on and understanding her own beliefs, attitudes and values allowed her to accept where she was, as opposed to fighting it. With this acceptance came the realisation that it was okay to fully and genuinely show up as herself. She got to work on building her own leadership style. This

new level of self-awareness led to self-empowerment and, ultimately, to the creation of an engaged and culturally strong workforce.

Understanding your own unique and authentic leadership style and acting accordingly is empowering – both for you and for the people around you.

### *Strengths and areas for development*

To understand what makes you unique, it is important to be clear about your strengths and weaknesses (or areas for development, as I prefer to call them).

Martin Seligman is an American psychologist and author who is commonly referred to as the father of positive psychology. He argues, you are at your best when you are using your strengths to meet your biggest challenges.

Taking the time to reflect on your strengths supports you in understanding who you are at the core. Exploring and talking about your strengths brings them to life. I have watched clients time and again become self-empowered as they hear themselves say their strengths out loud. They become more aware of them and are able to bring them more regularly into their daily life and interactions. This builds their self-esteem and inner confidence, which helps them to interact with authenticity.

At the same time, it is important to keep in mind that strengths can be overused. Overplayed strengths can derail leaders.

Let's consider 'Jim'. Jim was a client of mine working in a senior leadership position within the healthcare sector during the beginning of COVID-19 pandemic. He was under immense pressure and his landscape was changing rapidly. As he navigated daily challenges with his team, he was confident that he was playing to his strengths of being decisive, caring and courageous.

At the same time he was aware of his tendency to overuse his strength of decisiveness: 'I make quick decisions, and I adjust and modify as we keep moving. While this can be a strength, I am aware that my continual corrections can cause increased stress for the team. I can see that my strength backfires at times'. With this awareness, Jim made a conscious effort to explicitly provide context for his team and explain his rationale. He also sought input from the team as decisions were made and adjusted. With this, he was able to garner buy-in from the team and, with this, he saw engagement and motivation soar.

It's important to leverage your strengths wherever possible. It's also important to be aware of where you need to bridge gaps that may be limiting your potential. Understanding your areas for development that can help you move closer to operating at your 'best' self is an opportunity to learn, adapt and evolve.

Learning is key in our complex times. And as we learn we make mistakes, and as we make mistakes we learn, and we grow.

When it comes to both strengths and development gaps, self-denial limits self-awareness and growth so, as well as taking the time to self-reflect, also make it a regular practice to ask for and listen to genuine feedback.

A coaching client who is highly successful in her field, recently shared this as she completed her coaching program:

'As I've taken time out to self-reflect and work through the coaching process, I've continued to find areas to develop myself. I've come to realise I have been accepting mediocrity and the status quo. Had I not taken time out to look inwards, re-evaluating my values, strengths, and developmental gaps, this would not have come to the surface.'

She subsequently went on to apply and be accepted for a promotion: something she had not considered before re-establishing a self-reflective process.

### **Dynamic and ever shifting**

Inner Presence isn't a permanent state. It's a moment-by-moment dynamic and ever-shifting space. Different contexts and people lead you to act in varying ways. Knowing what is at the core of you will keep you

real in whatever circumstances head your way.

Your experience changes in different contexts and situations. One moment you may get fantastic feedback, and in the next your work is criticised. Hence the need for Inner Presence. Inner Presence is what is going on within you as you navigate the world, go about your daily life and interact with others. The world is not consistent, and it doesn't always show up as you expect. Inner Presence is something you will always need to tune into.

Ask: what do I need to tell myself or remind myself of in this moment? What will serve me?

As Brené Brown writes in her best-selling book *Dare to Lead*, 'When we define ourselves by what everyone thinks, it's hard to be brave'. On the other hand, she also points out, 'When we stop caring about what *anyone* thinks, we're too armoured for authentic connection'. To find middle ground, I recommend you consider two or three people whose opinions *really* matter to you and ask them to give you honest feedback when necessary. These need to be people who don't just agree with what you have to say, but will call you out if they think you've acted inappropriately. Choose people who will have your back and are willing and courageous enough to be honest with you when necessary.

Some of my coaching clients say, 'I'm the same wherever I go. I don't change'. While we may be the same person at our core, we need to show up differently depending on the context. For instance, if you were

waiting on some test results from your heart surgeon and turned up at his or her rooms to receive them, would you be comfortable if they were wearing board shorts and thongs?

Are you the same person with your nearest and dearest as you are with your intimate partner or your mother, or the Dalai Lama?

Would you demonstrate the same behaviours with an employee you are delivering bad news to as you would when celebrating a team member's sales win? While you are the same person, how you engage with others will differ. We will explore this further in Chapter 5 when we review Leadership Presence.

Take a moment to note any differences in your behaviour across situations involving various people. For instance, think about how you behave with a friend and then with your boss, when you're bored or when you're stressed, or in a regular weekly meeting versus a moment of crisis. Become aware of the differences in the ways you interact.

You may feel challenged by the idea that Inner Presence is a moment-by-moment experience – that you can't just tick a box and move on. It is being intentional in each moment about who you are and what you offer. With small nudges and tweaks you will gain clarity on your Inner Presence.



## **A personal story of self-reflection and meaning**

Two years ago I was diagnosed with an autoimmune condition. This came as quite a shock to me. I had always taken my health as a given. I ate healthily, I exercised. I was lucky enough to have great family and friends and I led a balanced life.

Prior to the diagnosis I had experienced a range of painful symptoms, yet, despite great care from my GP and appointments with various specialists, no one could tell me what was wrong. It was a frightening time, and it was frustrating.

By the time I got the answer, I was spent: fatigued physically, mentally and emotionally. Then I had to get my head around living with a condition and a range of symptoms that, while could be relieved, could not be resolved. I fought against it. I stopped sleeping. I battled on. Until I couldn't.

In the week leading up to the Christmas of 2018, at a time when I 'should' have been excited about the festive season and spending time with my family, I actually felt depleted and bereft.

I booked myself into a hotel with a spa for the weekend. I gave myself a silent retreat! I went for facials, I read, I sat with myself.

During that weekend I came to a realisation that I needed to accept the 'new normal' of my life. One in

which I needed to monitor my health by listening to my body and mind, taking time to stop and rest when I needed to (instead of continually driving myself). I also got back in touch with all that I had, rather than focusing on what had been taken from me.

I saw just how much I'd been giving myself a hard time, all the negative self-talk, all the times I'd beaten myself up for 'getting' the disease, unconsciously blaming myself. Illogical but, nonetheless, true. I also saw the negative impact of this mindset on the people closest to me: my partner, son and parents. This wasn't who I wanted to be for them, or for myself. I had a life to live.

Recognising the negative self-talk took the power away from it. It diffused it. I chose self-compassion and self-care instead.

By no longer fighting against my diagnosis and the situation I found myself in, I was able to sit with it and feel the impact of the past few years. I acknowledged it, and it hurt. A lot. Did I feel better immediately? No. But it was the first step towards the acceptance of my new normal. I started to see a new way forward.

I made the decision to leave my permanent employment role, despite loving the people I worked with, and focus full-time on my own coaching and consulting business. I knew the number one question I needed to continually ask myself when making choices about how I live my life was: does it give me vitality?

This meant finding a way to focus purely on the types

of work I love – the projects and assignments that light me up and energise me. And to say no to work that didn't. A life that gave me the gaps I needed to take time out to be in nature – to go for a walk, inhale the ocean air, watch the birds – activities that breathe life into me, and keep me grounded and present.

This is what allows me to be fully present when I'm with my clients, my family and my friends.

Without the diagnosis, I may not have had the courage to take the necessary steps to make this happen. It was the tipping point. And for this I'm extraordinarily grateful.

It's important to mention too that this wasn't just a one-time only solution. I have to practise these steps constantly. And I really mean constantly. I find myself doing too much at times and having to stop and recharge. The difference now is that I don't give myself a hard time about switching gears.

Why do I share this personal story? To illustrate that while I know the 'how' of Inner Presence, it isn't the same as actually practising it.

It isn't easy, it takes work. But ultimately, the outcome of doing the work of Inner Presence proves more fruitful than self-denial. It can be liberating to take your power back.

Make your own choices based on what is of value to you, having weighed up the consequences, no matter what is thrown your way.

## Inner Presence at a glance

Inner Presence is about embracing yourself, in each and every moment, finding ways to connect with the real you and celebrating your uniqueness. Talking to yourself in a way that serves you, and that empowers you, especially in times of high stakes and/or stress.

Reminding yourself of your vision, values and strengths, especially during challenging times and tough conversations, will help you talk positively to yourself and express yourself in ways that feel, and are perceived by others, as genuine. It will help you act as your best self, generating confidence in your abilities and belief in yourself, which in turn will help you take action towards what matters. The more you practice this, the more empowered you will feel. It is a self-perpetuating loop.

With Inner Presence you can be confident in the toughest situations; this is the bedrock of being a leader in this complex world.

I'm not asking you to be someone you are not. I'm asking you to focus on how you can be the best version of *you*. This allows you to chart your own course and not be at the mercy of others or any situation that comes hurtling your way. You can choose to *respond* rather than *react* in these moments.

Understanding and accepting all aspects of yourself, even those you don't like very much will generate your sense of self-worth and, ultimately, inner confidence.

This is not a one-time event. This takes nudges and tweaks in each and every moment. Cut yourself some slack when you need to. You are not perfect. No one is. Don't forget you're human too. Go easy on yourself.

Developing Inner Presence can feel counterintuitive when you have a lot on your plate, but my clients have repeatedly shown that investing now supports them in having more time in the future.

Take this first step seriously, it's the foundation of profound change.

### **Inner Presence learning and development plan**

Now it's time for you to create a learning and development plan to work and refine your Inner Presence, with a sense of ease, feeling grounded and remaining confident about who you are and how to get there.

There are three steps:

1. Define your personal vision of an ideal future state
2. Identify your core values
3. Conduct a courageous self-assessment to recognise your strengths and areas for development.

**Step 1. Define your personal vision of an ideal future state**

*Reflect on your life stories*

Our lives are complex and to make meaning from our experience, we create stories. Our reality becomes the stories we tell ourselves. Reflecting on these narratives gives us insight into what is important to us and why.

Carve out time to reflect on key events in your life and what you made them mean. How has this contributed to the person you have become, the person you aspire to be, your strengths, motivation and the values you hold dear? As you reflect on what you've captured here, consider how this informs the ideal future you want to create: your personal vision.

*Write a letter*

Write a letter to your 90-year-old self. Tell them what you hope to achieve and who you hope to be in life, your aspirations and dreams. What lights you up and excites you? And why. You cannot get this wrong – it is your ideal future state. Just write and see what unfolds. Create. Play.

As you write, consider:

- What are my dreams and aspirations? (Work, personal or in any other area important to you.)
- What do I want to be known for?
- What gives me energy?

**Step 2. Identify your core values**

Do you have a clear sense of your own values, and do you act in a way consistent with those values? Does your work fit well with your personal values?

To give you a sense of your values, ask yourself:

- What really lights me up and excites me?
- How would I describe my perfect day?
- If money wasn't an issue for me, how would I spend my day?

This may not be a new concept to many, yet it is surprising how many of us don't live our lives according to our values.

Consider the following questions:

1. Are you clear on what is important to you?
2. What are the top five most important areas of your life?
3. Do you devote time to these five areas?

*Getting clear on your values*

Listed below are common examples of values. These may not all be relevant for you. This is a personal exercise, so take the time to reflect on what personal values are important to you, not anyone else.

Begin by picking broad themes and then check for any that are interrelated. For instance, you may choose

‘family’, ‘love’, and ‘connection’ as potential values. When you reflect further, you may feel that ‘family’ covers each of these. Or perhaps ‘connection’ does. Pick a word that resonates best for you. As an example, I love hiking and this is something I do regularly with my son. Hiking, for me, represents ‘health’, ‘nature’, ‘family’, and ‘connection’. All of these values are significant for me, which explains why hiking is so meaningful to me – it fits across a number of my core values.

These are some common values to consider, or feel free to pick your own:

- family
- friends
- health
- spirituality
- career
- fun
- personal growth
- financial security
- connection
- balance
- challenge
- curiosity
- excellence
- knowledge
- wellbeing

Now get this down to five broad themes and make a note about what this value means for you. For instance,



‘family’ could mean something for you which is quite different for me.

If you are struggling to whittle this down to five, imagine you are in a boat and there is a hole in it. The boat is starting to sink, you are close to shore. You need to get rid of weight quickly. Which values would you be willing to throw overboard to avoid sinking and which ones would you hold vehemently onto?

Keep asking:

- What is important to me?
- What do I care about?
- What do I want to work towards?

Another way to approach this is to imagine opening five bank accounts and labelling them with each of your top five values.

- Are you investing equally into each account?
- If not, why not?

If you don’t keep an eye on these investments, what will these accounts look like in five years?

Will you see any returns on your investments? For instance, if one of your values is ‘family’ and you do not make any investment into that relationship (i.e. take the time out of work to have dinner together, talk with one another, have fun together etc.), what will that ‘bank account’ look like in five years?

Once you have clarity on your values you are equipped

to make decisions and set direction that is in alignment. For instance, if offered a new role, you can ask yourself, 'will this role allow me to stay true to my values?' As you make any decision, consider if it fits with your values.

**Step 3. Conduct a courageous self-assessment to recognise your strengths and areas for development**

Here are a few questions to consider to identify your strengths:

- When do you feel most 'in the zone'?
- Where do you excel?
- What natural talents have you refined into strengths over time?

SWOT analysis is also a useful model I use with many of my clients:

*Strengths*

- What skills and talents do you demonstrate?
- Have you received feedback regarding particular strengths?
- Think back over your day. What gave you 'yes' or 'up' energy? Does this highlight strengths and skills?

*Weaknesses*

- Have you received feedback about areas that need improvement?
- Where do you feel you lack ability or skills?

- Think back over your day. What gave you ‘no’ or ‘low’ energy? Does this highlight gaps or areas needing development?

### *Opportunities*

- What do your strengths and skills offer in terms of opportunities?
- What strengths could you capitalise on?
- In what ways could you be leveraging your strengths? For instance, perhaps you can join an SME (subject-matter expert) group at work where your skillset would be valued?

### *Threats*

- Do any of your weaknesses open up potential threats?
- What obstacles do you need to overcome?

Having completed these exercises, take the time to capture final reflections. Use the Inner Presence Action Plan as a guide.

**INNER PRESENCE ACTION PLAN:  
BRINGING IT ALL TOGETHER**

**My personal vision**

Write one statement that encapsulates key points

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**My core values**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

**Top 3 strengths** \_\_\_\_\_

1. \_\_\_\_\_

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2. \_\_\_\_\_

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3. \_\_\_\_\_

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I plan to continue leveraging these strengths by:

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### **Three key areas for development**

What does success look like as I achieve my goal/  
develop in this area?

1. \_\_\_\_\_

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2. \_\_\_\_\_

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3. \_\_\_\_\_

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### **Emotional self-awareness and regulation**

What do I need to be aware of? What triggers may  
lead me to react instead of respond? And what steps  
can I take to manage this? (Refer to your responses  
in Chapter 3).

1. \_\_\_\_\_

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2. \_\_\_\_\_

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3. \_\_\_\_\_

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**Actions I will take to develop and refine my Inner Presence**

1. \_\_\_\_\_

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2. \_\_\_\_\_

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3. \_\_\_\_\_

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### **What's next?**

Next, we'll explore how to best project your Inner Presence outwards to build trust and connection with the people around you. Signalling to others that you have what it takes to lead. This is Leadership Presence.