The Thought Leadership Effect:

How to Develop Your Unique Thought Leadership, Build Sophistication into Your Business and Scale Your Impact, including:

- ***The '8 Pillars of Thought Leadership';***
- ***How to consistently act on the purpose-driven plan; and,***
- ***The '6 Levels of Sophistication' in business.***



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Introduction

I've thought a lot about this: What marks the difference between someone we follow, listen to and quote for years vs. someone we don't even realise we've forgotten?

In business, we talk about strategy and scale, funnels and operations, but they aren't the reasons we follow someone and trust them deeply. I mean, no-one says "Oh I really love the plan they have for their marketing" or "Well, it was just the sophistication of their funnel, that's why I've followed them all these years".

The answer is in fact wisdom, insights, courage, direction, hope, truth.

We listen to people who share their *wisdom* based on lessons learned. We pay attention to people who share *insights* based on their understanding of the world, the market, culture, their take on what's happening. We follow people who demonstrate *courage* through their ideas and their actions. We are grateful to people who show us the *map*, who give us *hope* and a *way forward*. We trust people who tell us the *truth*; their truth.

Wisdom.
Insights.
Courage.
Direction.
Hope.
Truth.

Summed up, this is a person's Thought Leadership. It's what they believe. It's what they know and demonstrate in their results. It's what they stand for. It's what they predict is coming.

This might be typed up in a book, but it could just as readily be shared through a series of webinars or podcasts. It's rarely 'one document' or one thing. It's how they turn up in the world, over and over in a given period of time.

This consistency and 'building of message' through deeper, longer format content – in addition to the lighter and more behind-the-scenes style content - is important because people can smell a rat! They're getting smart to empty promises and false hope, especially in online businesses. People want something more, something deeper, something that they can lean on and lean into to get results: They want Thought Leadership, built up and demonstrated over time.

In this document, I'd like to highlight the power of the Thought Leadership Effect and show you exactly how to develop your own model of Thought Leadership using a very useful eight-part methodology.

My goal is to challenge you to DIG DEEPER than most, to honour your ideas and insights in this moment in time and to commit to developing something meaningful, original, powerful, scalable.

I want you to step out as a Thought Leader and lead the way in your space.

I want you to do what you were put on this planet to do and trust in your path.

I want you to truly change the lives of the people who come into contact with you and your stuff.

Therefore, what follows isn't just an explanation of 'Thought Leadership', but a core approach for developing your own unique Thought Leadership and using it to build real sophistication and impact into your messaging, your brand, your business and your life.

Becoming over waiting:

The honest trick to developing this content is to start articulating, sharing and developing your Thought Leadership now, today. You won't wake up one day and suddenly 'be' a Thought Leader. You become a Thought Leader every single day by the way you think and prioritise, craft and share, do and act.

In truth, I think you've probably felt the call for a while now haven't you? To move on to that new adventure? To step up and be seen and heard by more people? To deepen your position and share it with more confidence, more authority, more sophistication?

Not everyone has this call or has had this call just yet. It's unique to people who are ready to do this work; people who are ready to lead, people who can handle the energy of scale.

This means it's very likely you will have been through tough times and picked yourself back up. It means experiences tried to beat you down and you looked to the light and not the dark, to hope and not despair, to opportunity and not evidence and said "I'm trying again because this matters, I want to grow and I know I can do this". It means you will have been working with clients and learnt through experience what it really takes to succeed. It means you will have been pondering, journaling, planning for months and even year.

The map, the way, the teaching is trying to come through you. And that is the ONLY reason this document is resonating with you, today.

I mean, it might not sound like this in your head. It might sound more like a question, like this:

"I'm not sure I'm happy. So what do I really want from my life now?"

"Is this the business I'm truly meant to build? It doesn't feel right."

"If only XX, then I'd build YY."

"Once I've completed XX, I'll move on to my true passion ZZ."

"I've got a message or a purpose…I just can't seem to articulate what it is. I need help."

It doesn't matter how the feeling comes up for you. What matters is that you are *aware* of the call, the nudge, the whisper in your heart - and you are looking - because this call is there to prepare you for what's coming next…

~~Winter is coming~~…An opportunity is coming:

I know the outlook might look bleak right now but I'm telling you that an opportunity is on its way to you. It's already on the cards.

In fact, it won't just be one big, one-off opportunity, but rather a steady flow of new opportunities, each greater than the last. From today forward, you will be invited to step up, to share, to lead and your future comes down to whether or not you're ready for each opportunity when it comes, whether or not you rise to the challenge and whether or not you're able to handle the new levels of risk, pressure and expectation that come with each opportunity.

Just pause there and reflect on that sentiment: An opportunity is coming your way and I'm asking you if you're getting ready for that opportunity by trusting your gut and leaning in to your dreams and ideas, or if you're squashing them down and distracting yourself with 'busy', or what's happening around you? Where is your focus going right now and what are you spending your time on right now? You KNOW that you get what you focus on and become what you do. Do you like the sound of that? Yes or no?

You see, people spend so much of their time actively avoiding the ONE THING that will get them where they want to go. The avoidance might be in the form of excuses you're expanding or stories you're repeating, like 'things are hard right now', 'everyone's struggling', 'it's too hard', or in the 'busyness' you're creating through tasks that just won't move the needle.

This 'hard reality' is simply not *true* at this next level of existence. Tough times can feel like a persistent reality, sure, I'll give you that! But the truth is what you focus on. Decisions you make today will show up in your life tomorrow. And you can change your reality by changing what you think about, what you do and where you CHOOSE to put your focus.

I remember being on the call to a bank manager one day. She was extending the terms of my £5,000 business overdraft. For all intents and purposes, I needed that time-extension. I was using my overdraft.

The bank manager went through all my finances with me - what was coming in, what was going out. She sighed and said: "I don't think you can afford the bills coming down the line" and recommended I make serious changes.

Factually, from what she could see, she was correct. But energetically, she didn't have the full picture. My reality showed a difficult position, but I'd already solved the problems energetically. I'd changed. I'd fixed it inside. I'd healed. And this was demonstrated by the fact I had dramatically changed my spending habits and had cut so many costs. I had been showing up online, posting new inspired content and pitching for lots of exciting new work. Energy, conversations, clients, money was flowing.

I wanted to say to her: “I know it looks that way in reality but energetically, everything is okay”. But I also knew I would sound a little unhinged if I did, so I simply said: “Yes, thank you, I see that. I will make adjustments”.

It doesn’t matter what things look like in reality. What matters is your current vision, your current energy or vibration, your beliefs, the action you’re taking in good faith of *better*.

And I know for a fact that the ONE THING you’re *supposed* to be doing is on the tip of your tongue, it’s hiding in your journals, it’s on the back of your mind all day long. And it’s not even hard. It’s ‘flow’ for you. It’s something you want to share, want to create, want to build. It’s part of who you are right now and the only reason it’s not coming to light is because you are offering resistance to it in the form of delay, fear, excuses, distraction.

I’m inviting you now to…

DO THAT THING. Go with the flow. Get ready. Be The Person who does the thing ;-)

When I was first approached by The Guardian newspaper to run a masterclass for their online audience, I was *ready* in the sense that I could prepare a masterclass, but I was not ready in the sense that I had nowhere for this new audience to go. Who was I? What was I offering? I knew the truth in my heart, but I hadn’t committed to it in my business, on paper, online. I had been ignoring the call, that ONE THING.

I was coming to the end of an era in a brand I’d been building for half a decade - DARETOGROW, focusing on early business growth. I was moving into personal development, change, leadership, energy, the messaging that sits behind scale, and the infrastructure of multiple six and seven figure businesses. But I wasn’t quite there ‘yet’. I was in limbo. One foot in the past and one foot dipping tentatively into the future.

I delivered the masterclass, received feedback that made me smile ear to ear and…that was it. Nothing changed in my business, apart from some people did start to see me differently: “The Guardian aye? Yes, that was impressive”.

But what was I expecting? I hadn’t made a new stand. I wasn’t ready for new clients.

After the masterclass, I got my skates on. I told myself that another opportunity was coming and I needed to be ready. I shut down my DARETOGROW web site (a web site that had produced nearly one million in revenue alone) and built a new one under my own name. I launched new social media accounts (just search ‘Lisa Bean UK’ to find me), I built new programmes and I filmed new content.

A few months later, The Guardian asked again: Would you like to run the same masterclass for us in November? I replied YES. And this time, I was ready. *Boy, was I ready.*

The opportunities do come thick and fast. Whether you recognise them or not, they have always been coming to you and they always will. I know for a fact that an opportunity is coming your way. You will be offered something, given a chance, asked to step up. And it

isn't in that moment that the change happens but NOW, in the preparation, behind the scenes, before the certainty of the offer is on the table.

In fact, I'd go as far as saying that the quality of your life is determined by how well you prepare NOW for the opportunities that are already on the cards for you.

It's not a desperate desire that brings them to you. It's a gentle acceptance of who you are and a willingness to open your arms to welcome them when they come.

And this is why I've written this (now ridiculously long) PDF: To help prepare you for the opportunity that is coming your way. To help you step up as a Thought Leader and build a more sophisticated life and business infrastructure around your purpose. To help you step out more boldly in the world, delivering what is truly in your heart of hearts.

Your purpose is your path:

Not to ruin the punchline on this one but you actually already know what to do. It's in the gut feeling you've had for months. It's the whisper of your heart in the early hours of the morning. It's the dream you've been putting off 'until you're sorted'.

It's a feeling. An energy. A vibration. A gentle expectation based on a willingness to experience reality as the person you know you are.

And it probably feels and sounds like one big confusing mess right now! I guess in some ways it has to feel that way at this stage. If your next big move were crystal clear, you'd be doing it and dealing with the next big mess, no?

I also want to add that this 'thing' is going to be very niche and specific to you. It's not a copied version of what someone else is doing. And it might not even be 'bigger' than the last thing you did. It's different. It's more sophisticated. It's more honest. Because you know yourself better now than you ever have before, and the truth is knocking at your door asking to be told, to be shared, to be used to help others.

So take a second now and ask yourself what might this be? What is your gut telling you needs to change? What idea has been circulating in your mind? What change do you want to live? Who do you know you are deep inside?

And then: Where are you showing resistance? What is stopping you from giving into this new reality? What must you let go of in order to embrace this new truth more fully?

I know you know...broadly!

If you want a bigger revenue business, chances are you've already received the bigger revenue idea or model. If you want more reach and impact, chances are you've already considered what this means practically. If you want a change in your life, chances are you know what is required, even if you haven't dared to admit it in words just yet.

Before you are a leader of others, you are a leader of yourself. And leaders are guided…from within. You are being guided on what to do next. Can you admit what that is, now?

Ideas are energy - they come and go:

I have to include a word of warning here too, from experience. Ideas come in waves. They lap at the shore of your mind and build and build into a crescendo. When that wave hits its peak, you break through, you hit your stride, providence moves on your behalf, people and opportunities are attracted to you in ways you couldn't predict. Growth happens. Sales come. The message spreads. And once that wave has crashed, the idea recedes and another one builds in its place.

Put another way, they're energy, they're vibration. You might have had an idea for a book once and didn't act on it. It might be too late for that book. You've moved on, you've evolved and so that book is no longer an energetic match for you. It might now feel too hard to write…or no longer relevant. That is because you're no longer a match for it. You outgrew it and don't want to go back there to write it. So move on. Let it go. What's for NOW?

Again, it doesn't matter if you've missed a crescendo or two. More are coming. I bet you can feel one building right now?

The bottom line is that this insight or gut feeling or idea or truth or vibration *is* the roadmap for your future success and it's who you become in the process of making those decisions and in stepping up to the plate that defines what you will attract and what you can handle next. What you learn and how you develop on that journey is KEY to your next evolution. After all, you don't so much get what you want, but rather you get what you are!

It's time, then, to face it, admit it, and act on it. Yes?

In the following pages, I'm therefore going to cover the following:

- How to admit the truth of what is next for you in your life and business, as well as how to accept and action that insight.
- Why your Thought Leadership is central to your next level in terms of reach, impact and success.
- How to develop your unique Thought Leadership to truly express yourself and stand out in your market. No more fluff, lead the way with transformational depth.
- How to build more sophistication into your life and business to win new customers, live out your purpose and scale.
- How to guarantee your success now, regardless of the setbacks, the doubt, the fear.

Look, I'm done with waiting. And I'm done with people suffering because they've fallen desperately short of their dreams. Please, let go of what you've lost, what you've missed and who you were.

The business you didn't launch…

The book you didn't write…

The call you didn't make.

Let them go. They're gone. And so many more - richer, deeper, more meaningful - opportunities are coming your way and your job is to prepare for them now. This is how we're going to do it…

Part 1: Insights On What *Your* World Needs Today

Part 2: Your Path Through

Part 3: How to Develop Your Unique Thought Leadership Model

Part 4: The Eight Levels of Sophistication (In Business)

Part 5: Become the Person, Get the Result

Part 6: Conclusions & Next Steps

Part 1

Insights On What <u>Your</u> World Needs Today

To set the scene, may I share something I gleaned from speaking to hundreds of business owners lately?

There is a conscious hangover in the air from…let's call it '2020'. It's manifesting like this:

(See how many resonate for you personally…)

(1) Looking back:

Business owners won't let go of 'what was' and won't move on to what's needed now. They're clinging to the business they had / who they were, to the momentum they'd built / what they'd achieved, to who they were before 'it all happened'.

The truth is that the world has moved on and those opportunities are gone. And…what's exciting is that new opportunities are here! And, you're receiving ideas and messaging to prepare you for them every single day! Those ideas you're playing with? That's the path! Those projects you're delaying? They're the answer. Your gut feel – yup, it's right!

Every time I speak to a client who wants advice from me, I ask: What is the *truth* for you? They tell me their answer right away. They already know what they're supposed to do deep down. The conversation we then have is about how to become the person who can handle this next opportunity, with the confidence to let go of who they once were. That's the real question, isn't it?

How do I become the person who can handle this next opportunity, with the confidence to let go of who I once was?

We'll look at this in the coming pages. For now, start to accept that you won't be available to receive what's coming, if you're looking back at what was. As I said above, it's time to let go of the past, to stop looking back. Stop talking about it even. Draw a line in the sand, look ahead and focus all of your attention on the business you can build, on who you can become, on how you can add value now, today. Get excited about it man! It's not meant to be a punishment. It's meant to be fun.

Then help your clients and communities do the same. Lead.

(2) One true action:

I see so many people spending days, weeks and months faffing around the edges of change rather than leaning into THE ONE THING that will change their lives.

Have you heard me talk about the one true metric? Or the core behaviours that will lead to the result?

When I was building my second company, the first one I ever sold, I had a very specific market: HR Managers and people in Learning & Development. To get their attention, I could have joined all of the HR forums. I could have posted loads of content about graduate recruitment. I could have gone networking. But the easiest and most direct way to win

business was to write up my Thought Leadership around graduate recruitment into a simple PDF and email the HR Managers of the top FTSE-100 companies.

I wrote a guide outlining the four types of graduate schemes you could build, shared the process for recruiting graduates and included all of my top tips for attracting talent. I sent it out to 100 companies and basically said “If you’d like to talk about how I can help you do this, let me know and I’ll come and meet you”. With a little more eloquence than that of course!

One company replied. A HUGE, national transportation company. They basically said: “We were going to do it in house, but reading this we can see it’s so much work - can you come and quote for the work?”. Again, with more eloquence than that. You get the gist.

Anyway, I hopped on the train in my cheap Primark suit (early days!) and did my pitch. I won the work and emailed that full list of companies again, this time stating: “We work with FTSE 100 companies like XXX”. And I got my second gig. Those two projects equated to £40,000 in revenue right out the gate.

How many posts on Linked In would that have taken? Writing that PDF and going DIRECTLY to my customer was the ONE TRUE THING that would lead to sales for me in that business and I did it.

But do you see the thing that sits underneath this action? The ONE TRUE ACTION might look like the PDF and the email but it wasn’t. The ONE TRUE ACTION was actually seeing myself as someone with something useful to share. I believed in myself. I knew I had something unique and powerful to share and I ‘became the person’ who did that kind of thing the second I opened up a Word document and started typing.

You know that question - “What came first - the chicken or the egg?” - Sometimes I wonder what has to come first - the belief or the action. Sometimes it’s the belief, which you develop through affirmation, high energy efforts and motivational content and energy. Sometimes it’s the action - you practice being the person who lives the life you want, like you take the first walk when you can’t be bothered, or sit down to draft your early ideas when you don’t know where to begin, or you send that first email even when you don’t fully believe in yourself.

So called ‘beginner’s luck’ helps here. I think Source energy likes to encourage a tryer and will say ‘keep going’ by granting a small win to keep you on the path.

Going back to the graduate recruitment company examples, I want to stress that I am all for web sites, networking and content etc. etc. Do you think these HR Managers I emailed looked at my web site? My socials? Well, it was just Linked In and Twitter back then! Of course they did. My site was up. I had content to review, but I wasn’t HOPING anyone would find it. I had the topical content ready for when those people came looking.

What I’m saying here is be honest, be bold and act in good faith. Find the ONE TRUE ACTION that will take you where you want to go and practice being the person who can make that happen daily. Work on your belief. Get into higher energy fields. Lift yourself up and up until flow catches you and takes you higher.

And help your clients and communities do the same. Lead.

(3) Quietness:

The business owners with the most experience and therefore the most valuable insights to share are often the most quiet! They have wisdom to share but in fear of it being incomplete, plain wrong, or not breaking through the noise, they stay quiet and watch as people go viral on social media and they wonder 'why not me?'.

Often, the more you know and the more you've grown through, the more you come to accept…we barely know anything at all. And there is so much more to learn, right?

Yup, I hear you there! But, listen…if you've failed and bounced back, if you've worked in multiple sectors and multiple ways, if you have continued to pick yourself back up, and tried to make sense of what is going on to guide people through it, you're it! You're a leader. You're a winner. You're a voice of wisdom.

And you can help people.

What I'm advocating in this document, is that you recognise this in all its imperfection and structure your ideas into a more formal programme of Thought Leadership, launch your new programmes, invent something new, condense it into a model, turn it into a brand of its own. Your job is to find ways to articulate your wisdom, break it down, communicate it, market it, sell it and scale it. Isn't this how we help more people? We have to turn up and share what we know first.

And - you guessed it - help your clients and communities to do the same. Lead!

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I'm ending each section with 'help your clients and communities do the same - lead' because this is the name of the game. As leaders, we walk ahead, figure it out and report back, just as the people you follow have been doing for you. That's a leader's job. And often, we teach the thing we most need to develop; that's how we deepen our understanding of it and learn how best to teach it - through experience, not theory.

It will take a lot of courage to absorb these points, reflect on where you've been holding yourself back, hiding or procrastinating and take action to step back out into the world, to lead from the front again. Just remember two things…

Firstly, it's the person you become in that process of growth that gives you wisdom, anecdotes, experience and map you can bring back and teach. Thinking, reading, reflecting is one thing. But you just cannot beat experience in the real world. Only when you have grown into the person who can get and hold the result can you truly say "I know what it takes and I know the way…".

Secondly, the plan you make in your peak state is solid! Trust it when you wake up the next day and want to shrink back. Trust the plan and get down to action.

I often find myself making bold promises on the treadmill or when lying in bed at night with a motivational book. I see the vision, I outline the steps and when I wake up – boom, fear! In these moments, I've learnt not to have an opinion on the task at hand. I know the vision is real. I know the plan is solid. So I take my chatter out of it and just do the work. As I sit my butt in the chair to work, I can physically feel my confidence returning. Nothing drowns out that negative voice of doubt like picking an action and just getting on with it!

Earlier this year, I opened a motivational membership with one focus: Helping you Be The Person who does the thing to get the result you want. October's theme is how to change your opinion of yourself so you can take bolder action and do 'the one thing'. Last month we tackled taking radical responsibility for your results. You can find out more and join here.

I also run a 6 month programme for leaders who want to develop their Thought Leadership with my help. You can find out more about this programme and book a discovery call here.

Part 2

Your Path Through

Fear is exhausting:

A lot of people, business owners especially, reacted strongly to what happened in the world in 2020-2021. It's not so much that they went into survival mode. It was more mature than that. Launches were paused. Offers were changed. Messaging was shifted. And it was appropriate. But it was also exhausting for business owners. The constant fear. The uncertainty. The daily shifting and responding to what was happening.

I remember when the news of lockdown first broke for me. I was in York. I'd just returned from months of travelling across Europe and I'd spent most of that time building a funnel to help entrepreneurs scale up. The one big message that ran across my webinar, my sales pages, and my marketing was:

Stop faffing, Start Scaling: How to build a six-figure online business so you can eat, sleep, live work anywhere in the world.

Up until that point, the message was really landing online and I was truly living the promise. I remember spending a lot of time filming and editing the webinar. I did the 'lisa bean' thing and got b-roll, filmed second angles, added in slides and text. I must have produced ten drafts of the lead-magnet-style Thought Leadership PDF – you might even remember the one. It became - 'Stop Faffing, Start Scaling'. And I was vlogging and sharing content daily. Oh, I was ready to launch and it was going to be my biggest, best and most organised launched to date!

Until…Well, you know.

Do you remember the tone in the air when lockdown was first announced? I know it would have been different for everyone but I remember the uncertainty and the unknowing. It wasn't a question of 'what will happen in my business'? It wasn't that. It was bigger. It was a total unknowing of what came next in the world. Of how things would be. It felt, as they said – unprecedented.

What I *did* know right there and then was that it was totally inappropriate to go out with my launch. So I stopped it. Instead, I leaned into my communities and my clients. I turned up in my groups. I went live a lot to answer questions and share my own insights and ideas. And with the ideas I'd developed and notes I'd written, I soon went back to my desk and wrote a PDF called 'What Do I Do Now?', giving entrepreneurs advice on how to pivot. *Did you read that one too? Maybe.*

I pivoted too. I launched my six month Thought Leadership mentoring programme and spent a lot of time refilming my, then, business school programme, which I rebranded as Pre-Ex Business School (now closed), producing that mammoth 100-page printed workbook. I was producing and that felt good. I was developing my ideas and that felt good. But, at the same time, every time I had something to launch, something happened that made the launch feel inappropriate.

For two years, I'd say I stopped scaling in any real sense of the word. Instead, I just watched and listened and turned up for who was in front of me. I think my wider communities would

be shocked to see just how much I built, did and shared internally with past and existing clients.

I also reflected heavily on who I was, on what I wanted, on what I was here on this planet to do.

I kept having this niggle of what I was here for. Something around motivation for business owners and people who wanted to complete key projects in their lives. Something about leadership and crafting original wisdom-based messages. Something around helping people move forward in their lives and businesses in dramatic ways, all whilst having a bit of a cheeky laugh. *And trust me when I say that this is a far better articulation of the mess I had in my brand all those months ago.*

I remember one day, when we were finally allowed out, taking Sasha (my whippet) on a walk in the forest with my brother. We let her off, boldly, as we've always done on beaches, fields and tracks. And within seconds she spotted a squirrel (I think) and she was away like a shot.

Gone.

Vanished.

Whippet speed.

10 minutes turned into 20, and that turned into 45. She was gone and I was panicking. I frantically ran from trail to trail, field to field screaming her name. I didn't care at this point. I was going to find that whippet and didn't care who knew. In fact I wanted people to know. I ran up to everyone I saw and told them I'd lost her – have you seen her?

At the hour mark I prayed to God. I said: "Please, bring my dog back to me, help me find her and I promise I'll do what you asked me to do. I'll speak. I'll get back on stages. I'll be the leader you put me here to be."

"Lisa..."

"Lisaaaa…"

I heard my brother shouting from about 100 metres away.

"I've got her!"

I sprinted over to find her. She looked knackered, panting frantically with her eyes popping out of her head, still looking up for the bloody squirrels!

I was elated. Relieved. After I stopped squishing her stupid little face in my hands I thought: "Shit. Now I've got to do what I said."

It took me another year to get my butt in gear – to clarify the message, to find the courage, to change.

I realised I needed to let go of what I'd built. I'd outgrown it, or something? I knew it was time to go out under my own name, to build a brand as a Transformational Speaker and Thought Leader. And I saw that I was ready to work at another level with my amazing clients, and clients I hadn't even met yet. In a unique way, with a bit of cheek and Geordie charm, I could bring business, strategy, scale, messaging and leadership together in ways not many people could, buoyed by motivational and transformational change techniques. I would help ambitious clients with true purpose to face who they were, to articulate what they knew and to build a cracking business that reflected their truth and scaled immensely.

Eventually, I boxed it down to two key movements – 'Be The Person™', with a membership (now live), a behaviour / goal journal (being designed) and events (coming)! Then, 'Expansion Edge™, with a six-month coaching programme focused more specifically on Thought Leadership and messaging at scale (also open, oh I've been busy!).

Progress is the cure for exhaustion:

I chewed up my original brand – DARETOGROW – in this process. I'd ummed and ahhed about it for over a year, delaying the decision I knew I had to make, until I came to terms with the fact nothing is ever destroyed. Everything I've learnt and created in the process of building DARETOGROW gets rolled up into the next thing I build.

What I know for sure – three businesses deep and over seven figures in personal sales – is that everything you've done goes into and feeds what you'll produce next. It's okay to let go. It's okay to move on and invent something new. You do have more to give, more to say.

Progress is important, but so is happiness. Progress without passion never lasts. Money for the sake of money doesn't work. Holding on to the past in survival mode isn't it. You do have to love what you do. You do have to provide something of true value that you believe in. You have to be honest and lean into your own unique Thought Leadership to build something meaningful in your space, sharing true wisdom from experience and unique insights from your heart.

And, things do fade and die off and that's okay. You can fail by avoiding the new and by clinging to the old. I think that comes down to energy. As you evolve to deeper and deeper levels of awareness and higher and higher vibrational fields of energy, you will find it harder to connect with and teach the ideas you once felt so connected to. You've moved on, you've evolved. And this is okay. It makes sense, right?

If you want to hear something that will blow your mind, and probably make you feel better too, read this next paragraph…

In the same way you evolve and find it hard to teach ideas and concepts from the past, there are ideas and concepts you've come into contact with and couldn't yet grasp, so let them go. You might have laughed at them, ridiculed them or not even have noticed them. These are books you picked up and put down, which you'll return to in a year or so. These are mentors and the messages they shared that you dismissed, turned away from, that you'll be open to in a year or so. These are conversations you branded as odd, or stories you didn't believe.

Have you ever had a book on your shelf that you bought years ago. You tried to read it, but it was 'odd'. Years later, you felt called to pick it up. You started reading it and boom: Best book you've ever read! The content didn't change. Your energy level and awareness capacity did.

So…this stuff works both ways. Don't judge what you no longer want to teach (no biggy!) nor what you're not ready to know (no biggy!). Just teach what you do know, and do it well. That's all that is being asked of you. Resisting this flow by hanging on to the past, or doubting what's to come is the resistance that is causing the exhaustion. Let it go…

Build the new programme for today, your new brand for now, the model for this current level.

Truth based progress for the energy you're in now is the cure for the exhaustion you've felt and are feeling.

Hopefully this has helped to answer the question I get asked all the time: "Should I keep running a programme I have, or let it go and build what I'm passionate about?"

The answer should be obvious by now, but it doesn't make the 'action' easy when you've invested years into something, and it's making money now, and people are asking you 'When will this open again?'. It can be hard to shut the doors.

I always respond to my clients with a question…"What is the truth for you now…?"

I always hear back… "Build this new thing…"

And so we move on to speaking about who they have to become in order to let go, move on and create the thing they truly want to create, rather than relaunch what they had out of fear.

Before the conversation ends, I always give the same three bits of advice for consideration.

(1) Get excited about this new project! It's not a punishment. You're not doing anything wrong. Life is meant to be fun. You're here to learn and to grow. Make space, make room and enjoy.

(2) Be so thankful and grateful for the people who follow you and love what you currently do. Deliver the hell out of your current promises, but also tell people about the changes you're making, see if you can weave in some of your new ideas to add even more value to those people, and gradually move on with grace, bringing them with you if they want to come.

(3) You won't get rich from this programme anyway! Sure, you'll make money and you'll live a great life, but you'll also spend it on lord only knows what. What you want to be doing is taking what you can (without stifling growth too heavily) and putting it into investments that scale without you – stocks, property, a physical product. The business is just the vehicle, for your purpose, your clients and your future.

I've shared a lot already and I hope this helped so far, but we're only just getting started. THIS is what this whole PDF is about – making progress on your true goals, accepting your true purpose, and building the sophistication required in your new marketing, messaging and programmes.

So before we continue…

Check in - admit the truth, your truth:

So might we pause for a moment before we move on? I'd like to ask you some of the important questions I asked myself during this evolution and, I guess, questions I continue to ask myself (and my clients) at every turn.

You're probably in a reading mode and will likely scan these questions quickly. Can I ask you to pick two or three questions that really land with you and take some time in the coming week to journal on them, think on them, go for a run with one in your mind?

However you do it, take a moment for yourself and start to face what you truly want. Admit it to yourself. Because what comes next is acceptance and then action. Admit. Accept. Act. Let's begin with honesty…

1. But what do I want now, for me?
2. If I were starting again, from scratch, how would I build it?
3. Be honest - is this working! No? What else can I try?
4. If I didn't have a brand / reputation, what would I do? *(This was a big one for me!)*
5. What is *for* me in this life?
6. What am I denying myself?
7. Where can I feel resistance / what am I avoiding?
8. Where am I covering up my own needs?
9. If I won £100,000, what would I do? *It is a lot isn't it? But is it? Would you invest it? Take a break? It opens up lots of questions...*
10. What is my retirement plan exactly?
11. What would I love to surprise my family with?
12. What was I put on this earth to do?
13. What do I want to buy for myself?
14. What will make me happy?
15. Where can I find space and peace?
16. What has been my dominant thought for the last 6 months and how is that manifesting now?
17. What is the dominant thought required for the life I'm building?
18. What do I want, and what does someone with that result think about, prioritise and do?
19. Be honest - am I really doing the work required or am I in avoidance?
20. What do I want to be known for in 5 years' time?
21. What would it mean to give in and go with the flow of what's inside me?

Part 3

Developing Your Unique Model of Thought Leadership

The problem first – this is what won't work:

Finally…to the main event. You ready?

Let's start with the problem. This is what I see over and over: People sharing content that summarises the problem and tells people to just 'get at it', without giving people a *unique* and *insightful path* that *resonates*.

For someone teaching people how to get out of debt, it looks like this: 'everyone's in debt and it's only getting worse', 'credit cards mount up quickly and debt can spiral', 'statistics tell us that XX% of people are in debt and they can't get out of it', 'I was in so much debt in my life and I wanted to change it. I faced it and now boom, six figure business!'.

This type of content, dragged out over 4-6 minutes in a video / 4-6 months in writing! Any advice they provide is high level and obvious – cut up the cards, cut your spending, ask for help.

The reader has heard it all before and it doesn't help them to see things a different way or to find a new approach for change. So they discard it and move on. They haven't been moved, or challenged, or educated, or inspired.

I see this 'summary and *you can do it* approach' on sales pages, in free content and even in workshops and programmes PEOPLE HAVE PAID FOR! Not cool at all.

What's missing is three things:

(1) The novel *answer* that changes someone's perspective;
(2) the route or roadmap they can follow; and,
(3) the consistency required for them to remember who you are and learn to trust you.

If you genuinely do help people to reach the outcome you're selling, then you *must* have the answer. There must be a process or map people can follow. And this means you have so much more to say.

The challenge is that it does take time to sit down and crystalise your ideas and translate them into content that builds your audience and programmes that scale your company. I'm going to give you a model for it below but I really want to make sure this point lands first…

Attention, then engagement, then trust, then the money baby:

What comes first is the attention, then the engagement, then the trust, *then* the money baby!

To scale, you just have to do **this** *at scale.*

So can we agree on something first? When someone lands on your content they will make a snap decision: Is this person worth following, yes or no? The decision isn't: Should I buy from this person? That second question (should I buy from this person?) comes from multiple

contact points with you - content, offers, emails, invitations, videos, success stories and the like.

Anyone can go out and make money, serious money at that too. But can you build an audience who love and trust you and follows you for years, through your evolutions? Can you write content that sees you invited into podcasts, programmes and events, and have something unique and ear-catching to say each time? Can you build processes that share this content far and wide every single day, without being fully dependent on you?

People who are trying to sell at scale without much success tend to be skipping all of this depth, and going straight to 'join my webinar, give me your money!', 'I don't normally do this but, I'm extending the offer', 'just three spots left'. They're exhausting their small communities with this approach and concluding 'it's too hard to sell online'.

It isn't hard, but like anything – getting a six pack, keeping roses alive (I am not succeeding on that one, let me tell you!), investing – it takes time to make it happen. You have to learn how to do it at a more sophisticated level.

Be someone worth following:

If you read no further in this PDF, remember this: You first and foremost want to be someone worth following (locally first, then at scale). To do this, you've got to capture people's imagination with ideas that change their thinking. You've got to make them feel it's possible with stories and proof that show the way. You've got to inspire people back to action that will have an impact by sharing insights, wisdom and models that lead to the result.

You want to share something that someone sees and can't scroll past. It strikes them. It opens their mind. It helps them. They simply *have* to screenshot it, save it, print it, follow you – whatever it is for them. You've got to do this for 10 people, then 1000, then 100,000. Do this with your free content and you can do this with your paid programmes.

Please note here that your intention really bloody matters! If you're showing off, exaggerating or trying to trick people, they will not become real customers and your business won't grow. People will envy you, be jealous of you, and get into a bad vibe about working with you. You don't want that.

Help people. Genuinely help people with your wisdom, your truth, your maps, your insights, whether they choose to work with you or not. Be a mentor. Share something useful. Demonstrate the path and be honest about how long it takes so people don't resent you for getting there 'as if by magic' when they've been slogging away for years. Haven't we all been slogging away at our own personal development for years and years? None of us have jumped five steps or landed magically on the winning square. We all had to do the work, to meet ourselves more fully, to evolve, to release and to surrender. So tell the truth.

With your current approach, ask yourself:

(1) **Am I worth following?** Do I share things that help my community move forward or stay on track? Am I uplifting or motivating? Do I provide hope or relief for followers by telling the truth? Am I worth following?

(2) **Am I original?** Do I demonstrate unique thinking? Do I share insights I've learnt on my own personal journey? Do I communicate honestly using my own personal stories from the journey and my own anecdotes? Am I original?

(3) **Am I visible?** Do I turn up often enough, for long enough, in ways and in the places they'll find me and remember me? Am I visible?

You might even rank yourself 0-10 for each question.

Your process shows your wisdom:

Ironically, a lot of people who want to sell more, but simply aren't, have not done the foundational mapping work to develop their unique process, their unique Thought Leadership. They have not sat down to ask: What is the process my clients must go through? What is the truth of what this change takes? What is the model people need to follow? And how can I extract it from my head, systemise it and scale it?

[Re-read that last sentence.]

Their programmes, sales pages and content focus on the pain and on the outcomes (as they've been trained to do) and it's all so generic.

"Are you feeling XYZ? I was too. But now I'm here. Buy my programme."

Statements like this are missing the most fundamental piece of content: The process, the *thing* they're actually selling. The map, the unique way through.

I know, I know – "Sell the outcome", right? But in an online world oversaturated with promises and people reaching exhaustion when it comes to investing in 'yet another course', a new approach is needed.

You *can* sell the outcome. But once that has piqued someone's interest you have to realise they're not really buying the outcome from you. They're buying your process. They're buying accountability. They're buying hope. They're buying specific training or support to get them to the outcome. People seem to have forgotten this.

You've probably heard the message 'People aren't buying the drill, what they want is the hole'. Yes, yes they want the hole but trust me, they're buying the bloody drill…to get the hole. What makes your drill different? What is unique about it? What does owning *this drill* say about you?

Don't keep your process or approach or edge a secret. Use it. Articulate it. Sell it! When it comes to online programmes, for example, your well thought-through process actually demonstrates your Thought Leadership, your expertise, your knowledge. You show there is a

path people further behind on the journey couldn't even guess. You highlight pitfalls and opportunities and ways of thinking people haven't even considered considering yet.

I remember working with a coach years ago. I was starting to make £10k, £20k, £30k + a month and didn't know what to do with the success, with the money. I knew how to make money, but I was so naive around wealth.

I asked him if I should rent a house for £1750 a month and buy these things I wanted to elevate my lifestyle, or pick something on a smaller budget and save. He told me to do both – the go for the bigger rent, and make *more* money and save.

Looking back, this was terrible advice. If someone asked me that same question now, I'd of course ask "Well, what does your gut tell you is right for the long term?", but if they pushed me, I'd say: "If it were me, I'd pick something smaller (but nice, you know!), save up that money and start investing now – stocks, properties, whatever floats your boat. Money and wealth is an attitude, not an amount". Investments pay back even more money over time and they give you security for the future. Assets build wealth. Liabilities create a deficit! I didn't know that then, and maybe my coach didn't either?

That's okay. The point is, I made the wrong choice seeking advice from someone who didn't truly have the result and that is ultimately on me. But because of that, I learnt a valuable lesson, I course-corrected and I built my own wisdom, which I can now lean on and share.

You have wisdom like this too, don't you? From things you got right, sure. But more likely it has come from things you've gotten wrong. Well, your clients are a few steps behind you on the path. They don't have this wisdom. They don't even know they don't have it. So when you share it, it opens their eyes and they see you have something to teach them. They lean in.

Put it this way: If they knew what you knew and acted how you acted, they'd have the result too. But they don't, so you have something important to teach them, even if it seems obvious to you.

So when you show the *steps* people have to take, and what to watch out for, and talk about how you lead them through each stage of the journey in your programme, and you carefully arrange them in a map or process that consolidates that journey, people can *see* your expertise, they 'get' the journey ahead. And they lean in further…to you, and your map.

The 'so that you can' approach:

I keep telling my clients that all cars have wheels and all business courses teach 'how to make more sales'. Adding a bullet point to your sales page that says "Learn how to scale your business", you're really just stating the obvious. It's like a car sales page saying: "When you buy this car you'll be able to drive places". Well, we guessed as much, thanks!

But what if that statement said this instead:

"The true differentiator to your next level breakthrough is your Thought Leadership. Working with me, I will help you define, craft and write your unique Thought Leadership, turning it into a long copy PDF, a new or enhanced scalable offering, your full online marketing

message, a weekly show, a process for daily content and even the outline of your next book. I will guide you through this process, read everything you produce and provide detailed notes and insights before each one-to-one call."

[Paragraph taken from the Edge sales page.]

Here's another example, this time for a course. Instead of simply adding a bullet point that says "Weekly live Q&A sessions" you write:

"*Every Wednesday at 12pm I go live to teach you something brand new that is working in online marketing right now, to go into detail on more complex topics (like how to get more opts ins using Facebook ads) and to review your work and answer your questions. Pop these in your diary now and use them to keep yourself accountable to your weekly actions! It's what you do that will change your life and business, not what you plan."*

Your job is to show that your solution or programme has been specially designed to help them get the result they want. You've built it that way. So with every point you write you need to make sure it passes two tests:

(1) Add 'so that you can' to each bullet and explain why you've designed the offer this way. And,

(2) Make sure no-one else could copy and paste the bullet and add it to their page with no-one noticing. If they can, it's too generic. Can you copy my Thought Leadership bullet, lifted directly from my Expansion Edge programme page? I doubt it. It's too bespoke to what I offer.

So for your offer, no matter what it is you do, whether it's online or in person, ask yourself: *What is something I know that is unique? What is something I teach that gives my clients an edge? What is the truth of what it takes to get results that I provide?* Ask yourself: *What is truly special about my offer or programme or coaching? Why is it different? What do I do to help people get results? What's special about me, my understanding, my teaching style that contributes to the value I provide?*

What I teach around Thought Leadership (coming up) is unique and I have a unique ability to help people find theirs, craft the messaging and package it up in a way that leads to more reach and more (good) sales. It resonates immediately, especially with the established kind of clients I work with at a higher level. They know they have to dig deeper and put in more work now to articulate their ideas, lean on their unique edge and step up to a wider audience out there. By explaining this in my marketing and talking about it on webinars and sales pages, I get the attention of the people I love working with and they lean in because they can see it's the next level for them. Then they have a choice. They can do it on their own or they can work with me and get my help, perspective and input into their Thought Leadership content, positioning and strategy.

And ps, it won't cost you business:

Sharing your ideas will not cost you business. It will lead to more business from more of the clients you want to work with. It's the reason people still invest in personal trainers when they probably know the route to the body they want. It's out there in books and blogs and videos. But they don't want to go searching and guessing. They want someone to listen to their goals,

analyse their position and create a tailored plan…which they then help them complete! They're not buying the body, they're buying the route to the body.

So why are people so reluctant to talk about the process, the answer, to show their expertise? The immediate answer is obviously: "Lisa, someone will steal it", or "But then they won't buy from me". Both are indeed possible outcomes of sharing valuable ideas in your free content but the more *realistic* outcome is so much more valuable than these fears. Future customers *might* actually trust you more because what you shared was useful. They *might* just be more inclined to sign up the next time you launch a workshop. They *might* even put you on their top three list of providers for future work.

But without the value, without proof of your insight and Thought Leadership, how can they do any of these three things? You wouldn't even be a person worth following, never mind someone worth paying. I know it's harsh to write that so bluntly but if I get one message across to you in this article it's this…

If you want to sell more of your offer, you need to focus less on selling the hype and focus more on becoming a Thought Leader in your space. If you can build a community around your niche, you have demonstrated demand and interest. If you can get attention and hold it in your free content, you can do this for paid programmes. But if you can't build a community around the niche, and people don't listen to your free content, how do you expect to sell and scale your business, online or otherwise? You don't yet have influence.

The key is to practice being someone worth following on a bigger scale. It's to hone your communication skills. It's to develop your Thought Leadership (more on this below). It's to cultivate the energy of someone who influences at a higher level and on a bigger scale. The crux of this next level is to stop 'teaching and preaching' online, and to create more of that mentor – mentee relationship from day one with new prospective customers and build on it.

The key is to become a Thought Leader in your niche.

How people buy:

We're going to get into how to develop your unique Thought Leadership next but before we do, I need to really labour the point here…

Selling really does come down to how well you know your customer and how well you're able to demonstrate that you help them reach the outcome they crave. (This drill is perfect for creating holes like this because XYZ. And in our latest design, we've introduced ABC because / so that you can…). What goes in the blanks will be different, depending on the customer the drill is aimed at.

But you also need to realise how people buy. Often, it looks a little something like this, especially in the world of online sales:

1. Experiences pain / has a desire for a different outcome
2. Starts to realise the help / intervention they need (possibly through content, failed attempts, previous investments)

3. Hovers more readily over content and ads that promise the solution. Might click on freebies / read posts / visit more profiles of people who pop up that speak about their specific pains and desires. Follows people who resonate and add real value, skips past people who don't, but doesn't yet opt in. They're sick of 'freebies'.
4. Pain greatens.
5. Leans more deeply into the people who are sharing content that makes sense, that provides hope or a new angle.
6. Takes a punt on the insightful new masterclass of the person they've been following / learning from and actually shows up – there is faith there.
7. Considers the investment.
8. Buys, or circles back.

This process can take a year, but it can also happen in a matter of days or weeks.

When a seasoned customer knows what their problem is and what kind of help they need, they are open and looking. They'll be doubtful, sure. But they're still open and looking. If they happen to stumble onto you, it is your CONTENT and your APPROACH and your PERSONALITY that sets you apart from the chaos of social media.

I've won clients who've followed me for years, just waiting for the right moment. And I've won clients who saw a video of mine shared by a friend, came onto my feeds, watched four or five videos / podcasts and booked a call.

You're either going to get that follow and future attention or you're not, and the growth of your brand and your company depends on that outcome, every single day. It is your content, your insights and your approach that makes the difference. This is what I mean when I say 'develop your unique Thought Leadership'.

Developing your unique Thought Leadership model:

Okay, shall we get into it? It's about time, I know!

First of all, your 'Thought Leadership' isn't one post or one model. It's the compounded effect of your messaging online, the model you position for doing things differently and what you stand for, every day.

You don't have to get it right in one email or on one sales page. With everything you share and all the different ways you communicate your unique ideas, you build up the *effect* of your Thought Leadership. People start looking to you. They trust you. They want to follow you, learn from you, buy from you.

That being said, there is room for something more solid, a template of sorts, or a map that shows the process for how you help people get results. This might look like a seven-step process. It could be a diagram that shows how three or five key ideas unite to create a bigger outcome. It might even be one key message or idea, like the one for my motivational membership: Be The Person™…who does the thing! 'Be The Person' has become the movement!

Just think for a moment of some of the big players you follow. Can you think of two names and mentally list out their key messages, their models / approach, their Thought Leadership?

Once completed, the 'Thought Leadership' should be *exportable* into many different mediums. It would be that one message you take to the daily talk show. It would be a long copy PDF explaining how this process works in a new way. A programme. A book. A Ted Talk! A new online course. An experience.

When developing your Thought Leadership, you're trying to consolidate your knowledge, pair it with your wisdom and insights, and put it across in a way that is catchy, engaging and inspiring.

Remember the list from the beginning?

Wisdom.
Insights.
Courage.
Direction.
Hope.
Truth.

This is the new checklist for your Thought Leadership and we're going to work through it now, albeit it in a slightly different order.

Here is that new order:

TL.1 – Direction

TL.2 – Truth

TL.3 - Wisdom

TL.4 - Insights

TL.5 – Hope

TL.6 – Courage

TL.7 – Positioning

TL.8 – Scalability

(Yes, I snuck two more on the bottom there, and there is a ninth, which I'm going to share with you in the emails that come with this PDF…)

So first things first: You need a *container* for this work. I'd recommend opening up a new journal, getting some sheets of blank paper or starting a new Word document. At the top, you're going to write 'Thought Leadership', and actively start to compile your ideas and

notes in one place. Just as money needs containers to build, so too does knowledge. So give your Thought Leadership a place to develop and expand.

Remember, this does take time to develop and the best thing you can start doing is sharing! Articulate your biggest insights in a Facebook post, like "10 things I know about XX" or, "If I had to start again I would…". Do some training for your clients on the 'route through'. Make a series of videos articulating your ideas. The more you write, film, create, share, the faster you'll articulate what you know and believe.

I used to film a weekly voice note. I must bring those back in truth! Looking back, I can visibly and clearly see my Thought Leadership forming and taking shape. Those voice notes became themes in the membership, chapters of the book I'm writing. And I'm so grateful I filmed them there and then. They had a safe place while I kept moving forward. So don't be afraid to make your practice space a public space, like a regular podcast or video. Bold, I know!

8 Levels of Thought Leadership:

Now, here are the levels or pillars you want to consider. At each level, I'm going to explain the concept and direct you to type up the best of what you know now. We're shifting gears now from reading and digesting to understanding and actioning.

TL.1 – Direction

Right, this is the easiest place to begin. Every time you speak with a new client, you typically lead them through the same (or very similar) process as the last client. There is a process to getting the result, and there is a rough order to that process. This is the same for every sector.

Take some time to reflect on those steps and what order they might come in. You might ask yourself the following questions:

What do my clients have to understand to get the result?

What skills do my clients need to build in order to get the result?

What do my clients have to do and prioritise to get the result?

What do my clients have to release and let go of to get the result?

How do my clients have to change or evolve to get the result?

Then, imagine your client is at point A in their journey and they want to progress to point B. What are the 5-7 key stepping-stones they need to build and step across to get there?

Don't overthink it at this stage. Just lightly and with honesty jot down the key, high-level stepping-stones to their result.

Of course, even this simple stage might take time. I really do suggest you do this before building in any other steps in the 8 Pillars of Thought Leadership.

What are the 5-7 stepping stones from where a client is, to where they want to be?

TL.2 – Truth

Do you know that feeling when you read something that is just totally bang on? As in, the writer articulated exactly how you've been feeling privately. They summed up the situation perfectly. They put something on the table most people were ignoring or covering up. That 'truth' helps people feel seen, heard, validated. And it helps them to keep going because it helps them to feel okay about their challenges.

Of course it's hard to change who you are. *Of course* it's hard to change your circumstances. *Of course* it's hard to scale your business. The leaders who admit this and talk about it as part of the process are authentic, honest, human – they build trust.

When it comes to people's Models of Thought Leadership, I often find there are a few key *truths* missing from the map or process. People share the steps, but they don't share the truth of what it really took – the effort, the change, the sacrifice, the failures.

Take a second now and really reflect on your own journey. How long did it truly take? What are some of the pitfalls or obstacles people will need to overcome? What did your journey really look like? I bet there were more ups and downs than you admit publicly! Can you weave some more truth in your model or process?

For example, when I was teaching people how to scale up to six figures online, I boldly told people it will take them 2-4 years. When everyone else was selling how to do it in 30 days or in 90 days I said the likelihood is that it will take you 2-4 years. It was bold. It was honest. And when people read it, they knew deep down that I was probably right. Alongside my 6-7 key stepping stones for getting there, that truth got attention, it built instant trust and respect and it meant people could give themselves a little more time to get it right!

What is the truth about what this will take, that no-one else is talking about in your niche? List out five key truths.

TL.3 – Wisdom

I've built three six-figure businesses now, four six-figure online courses and done seven figures in person sales (not counting what I've helped my clients bill over the decade). I have unique wisdom about the journey of building a business, creating value, making sales, cashflow, marketing, funnels, mindset that very few people would have. When I really think about it, I can distil that wisdom down into five or six key points under the title of 'How to build a scalable online business'.

In fact, that was one of the working titles for this PDF, just to get started. But, I knew, as I was typing, that it had been done before. I knew it would end up as part of the noise. So I dug deep and asked: What do I know that is unique? What wisdom do I have about true business success? What makes the difference for people? In writing my list, Thought Leadership popped up, I adjusted the title accordingly and started typing.

What have you achieved in your niche or life over the past decade? What do you know now that you wish you knew then? What is the true secret to success? If you had to summarise the wisdom that underpins that *edge* into 5-10 key principles, what would they be? Just as an exercise, write down the 5 or 10 key principles [of achieving the outcome you sell] and see what comes up. This can be woven into content, into your programmes, into your models.

What 5 things have you learnt on your journey over the past few years that would really help your clients lean in, get results, keep going, cut to the chase?

TL.4 – Insights

Whilst wisdom for me is about looking back to see what I've learnt, insight is more forward reaching. Based on conversations I'm having, patterns I'm seeing in client conversations, how I feel about what's happening online, in my niche, in the world, I can form two things:

(1) A summary of what's happening that hits a note with the people who follow me; and,
(2) A set of predictions about what's needed when looking ahead.

These are my insights, and they're powerful. This document began because I wanted to summarise what was changing in the world of online sales, what was required and what would make the difference for leaders. These were my insights. Re-reading the initial 4 page write up one night I realised I could expand on these insights and develop a whole model people could follow for rising to the challenge of what's needed and what's coming, using Thought Leadership as the exciting new angle.

Those conclusions form the opening sections of this PDF. They're the perfect context to a Thought Leadership document like this, and can work equally well in a book introduction, a summary on a sales page, blogs and content. So take a moment and ask yourself these questions:

1. What has changed in my niche that people have been slow to recognise?
2. What changes do I see coming down the line?
3. What patterns am I seeing in conversations I'm having?
4. What do I predict is going to happen in my niche in one year, in five?

Just write out your answers and see where you can weave in your insights. This is what you want to be teaching people now. This is what you can start posting about now.

What do I predict is coming in my sector that I can help my clients prepare for now?

TL.5 – Hope

No matter how competent or experienced someone is, they still have doubts. People, entrepreneurs in particular, are slowed down by a range of self-limiting beliefs including 'Am I good enough?', 'Why me?', 'Will this work?', 'What if I fail?'. This is the baseline! When you add in the challenges we've experienced in recent years as communities, countries, economies and humans you can see there is a huge need for belief, hope, aspiration, vision, ambition in the world.

As leaders, it's our job to provide that hope and help others build higher expectations in themselves. Everything you've outlined so far will already contribute to this – providing a model, telling the truth, sharing your wisdom and insights. And then there is an extra sprinkle of magic we can add to the mix. This is where an original take on motivational ideas comes in, best told in the format of personal stories – anecdotes.

Where have you overcome hardship? What did you learn about mindset, motivation, resilience on your journey? What are you growing through now?

When I read books or listen to podcasts I, of course, listen to the steps and ideas, but I love and remember the stories of hardship where people were knocked back and stood back up to win! Do you know what I mean? Aren't the stories the best?

Reflect on your tough times. Think back to the times you were knocked down and stood back up. Remind yourself of the pivotal moments that truly changed your life. What stories can you share with smart, competent people who are struggling right now? This is **not** about a motivational quote everyone has heard 100 times. Dig deep. Don't share the classics. Share your anecdotes.

What you might not realise yet is that in doing this, you're sharing a little bit of you - your energy, your radiance, your vibration. Truth be told, it's not the stories people are attracted to and warm to - it's your energy. In telling the stories, in sharing where you are, you're actually sharing your unique signal of radiance. The stronger that is, the more people it will attract. But more on this in 'TL.9 Radiance', which I'm sharing in the email sequence.

What stories can I share to show my future clients that they'll win if they just don't quit?

TL.6 – Courage

What does courage mean as a leader? Often I think it means showing up, providing words of wisdom or comfort, showing the way. The very act of processing your insights and consolidating your process into a map is an act of courage. It is to say: I believe this is the way forward and I'm going to share it with you in the faith it will help you.

But courage is also just a demonstration of faith. That next move you know you're supposed to take? Well, your action is courage. Whether you show the journey now or talk about it later, that courage you cultivate in yourself is palpable. People know when someone is courageous, when they're growing and they know when they're not.

You might share stories of courage, but this one comes down to how you continue to show up, lead and grow in tough times and times of uncertainty. Courage demonstrated through action comes across in a person's words, energy and results.

What is the truth of what this journey takes and how can I be it, share it and show it? Where do I need to step up, lean in, make my move?

Pulling this together:

Of course, it's going to take some time to consolidate your ideas and style them into a process that is unique and powerful. With your notes in hand, your next challenge is to produce one key outcome. This can be any of the following:

- Long copy PDF
- Book / chapter outline
- Model / process / diagram, think '7 steps to…'
- Course, programme, offer
- Podcast series / video series

But crucially, you want to start with ONE KEY OUTCOME. I always begin with the long copy PDF. I love writing and it helps me to get my ideas together. Plus I know that I can then turn this into all of the other items on the list.

Honestly, don't delay on this next step. Pick your outcome / container and get to work. Remember what I said above and lean into the process. Just start writing or scribbling or compiling. If it's your truth and what's next for you, ideas will start coming. Read, go running (or whatever it is you do), share key principles and ideas in blogs and on training sessions. Express yourself and your ideas and jot down any and all insights or ideas you have to weave in later.

This is an iterative process and it will take a few hours and a good few sessions until you have a solid cut of what you want to share.

I often type mine up on a Word document first. I return to it time and time again to make progress. Crucially, I try to put section headings down and always begin the next session before I finish for the session. Then, I know I'm coming back to write about a specific thing and can get my brain working on my ideas for that section.

Sometimes I reread the whole thing and consider what is missing or what is unnecessary.

I do take my time with content like this. I think I spent the summer writing this on scraps of paper and in journals. I've shared a good few posts with ideas I've developed. And I've even taught the key principles to clients, and helped them develop their own Thought Leadership. Whilst I've created Thought Leadership documents before, I've never written about the process as formally as this. So this has taken some time and that's okay.

TL.7 – Positioning

Finally, once the outline is complete, I then set about 'branding it up'. I DO NOT mean making it look pretty and stylish, although I do enjoy that! Why not aye! I mean giving it an identity of its own, a brand, a 'hook'. I know, at the time of typing, that I have the 'Be The Person' identity and the 'Expansion Edge' identity for my programmes. This will become 'The Thought Leadership Effect: 8 Levels to Sophistication as a Leader', or something to that effect.

TL.8 – Scalability

It's important, too, to see that your Thought Leadership can stand on its own. It can have its own brand, identity and power. It's bigger than you. It's a process beyond you. It's scalable…dare I say it…without you!

You can teach it in courses, in books, through other people. You can systemise it, share it with processes, leverage your time through webinars and shareable content. Do you see that? Your ideas and insights and wisdom and all that good stuff is now OUT OF YOUR HEAD and into a process you (and members of your team) can teach live or otherwise! Even at the most basic level, you can now consider making pre-recorded webinars that work without you being present.

This PDF is an example of that too. Now that I've written it, I can use it to introduce my ideas to new people and I can use it to re-engage my existing audience. I can turn it into a video, a podcast, a book if I want! I can turn it into a model or diagram. I can take snippets and share them in posts on social media and point people back to this main bit of content. I can even lock it behind email access if I want to. Now that I've done the work, I can use it to share my message in a deeper, more impactful way. And I'm clearer too! Can you see that? People can't copy this. They can't steal it. It's too deep. It's too…me!

This is as opposed to planning a webinar that just summarises the problem and positions high level solutions people have heard before and sending people straight from ad to webinar to sales page. Something fundamental would be missing. Depth. Time. Relationship. Leadership. THE PATH!

When you have done this thinking, and you've generated a name or theme for it, it becomes the umbrella for your next 2-4 years. I'm not joking.

I know I'm going to build something really special under the Be The Person™ brand. I've begun my book on that theme. I'm in talks about printing a behaviour tracking journal. The membership is live and growing. I'm planning talks and live events…maybe even a networking community shh.

Use this process as your guide and get to work. Write out your unique Thought Leadership. Turn it into a model or process. Give it an identity of its own. And build things around it! PDFs. Journals. Events. Memberships. Courses. New programmes. A book!

Part 4

Six Levels of Sophistication

In some ways, what follows is a conclusion of the arguments I've made in this PDF. I hope you've found it original, inspiring and challenging. There will have been moments of 'yup, I can do that' and no doubt moments of 'oh lord, I need help here like!'.

Read the conclusion below and follow the project outcomes in order. They are Levels of Sophistication and each one builds on the one before. I bet, in most cases, the task will be something you've had in your mind for a while now. What I'm offering here is an ordered list of priorities for you to action. Stop thinking about it. Stop wishing things were different. Sit your butt down and tick each one off one by one. Be The Person™ who does the thing, build your Levels of Sophistication and watch what happens in your life and business. Remember: There is the pain of action and the pain of procrastination. They're both uncomfortable. One is just more productive than the other. It's time to make your choice.

If you've read quite enough and you're curious about working with me directly to get this done, consider Expansion Edge.

Expansion Edge. It's a six month coaching programme where we focus on developing your Thought Leadership and building it into your programmes and your funnels. It includes 2 x 2-hour coaching calls a month (for six months). To maximise the time we spend together on the calls, I will read and review your work ahead of all calls.

As part of this programme, I will read and help you edit everything you produce – your strategy, your offer, your funnel, your Thought Leadership, even your book if you write one in our time together.

Learn more >>

Levels of Sophistication:

(1) Level One - Start posting and build influence

First and foremost, your job is to build influence in a community of people who look to you as a leader, mentor, coach. Doing this will help you to build your audience, develop your ideas and find out what resonates with people.

You do this by posting Thought-Leadership-driven-content that helps future clients do the following:

- Think differently about their situation - share your wisdom, your insights and talk about the mindset, learnings and action that got you here. In doing that, you can open up people's minds to a new way of doing things and show them what it really takes to hit their true goals. They'll always remember you as the person who showed them a new way of thinking.

- Take action in constructive ways – don't hold back! Tell people what to do. Give them the steps. Tell them your 'big secrets'. Write long copy articles that articulate

the route through the jungle. In doing this, people will see you have insights they need, processes they want, and ideas that benefit them. Sure, some people will go off and do it on their own but in my experience, there is always plenty of people who want that support, guidance and direction in a paid programme. They become customers. Who knows who's going to come back to you in a year or five. Who knows who's going to recommend you to a friend, or invite you to speak, or mention your name to just the right person and just the right time.

- Feel hopeful – show people what's possible by sharing aspects of your life, what you get to do and how you spend your time and money. Show people it's possible. Share messages that encourage them to keep going. Sometimes, if I'm sharing lots of heavy 'do this' / 'my insights' posts, it can feel like a lot to read and take in. Every now and then, a motivational quote or idea can be all that's needed to restore balance.

Remember: Everyone wants to sell and scale and lead. You can't 'wish' this into fruition. The key is to Be The Person™ who does the thing. Share content. Develop your ideas. Help people. Move people. You'll get better and better at this as you go and everything you want follows this.

Tip: I run a business programme called Pre-Ex Business School, which I closed to new joiners at the start of 2022. As part of this programme, I still go live every Wednesday at 12pm to share some key training, share my latest insights or answer people's questions. This has been my best resource for ideas and content. Having this weekly 12pm session means I am constantly thinking and analysing and composing so I have something rich and novel to share. I film the sessions and pull out key snippets as mini videos. I jot down my key ideas and turn them into blogs. And sometimes a theme ends up on a voice note. Running these sessions is a big commitment but it pays dividends for my clients – present and future. Consider introducing something like this into your business to hold you accountable to new ideas in the same way, a weekly live to your paying customers which forces you to turn up and create value you can share in other ways.

Question: Be deliberate about this next phase. The content you share will attract the client you take on. Ask yourself a key question – What do I want to be known for going forward? Or, what do I want to sell going forward? Decide on that and work backwards. It's a bold move but your content wants to attract those future clients.

(2) **Level Two - Build a product of value people want, start selling:**

You might be in a situation whereby your current offer is spot on and ready to scale! Although I rarely find this to be the case. It's over-said but what got you here won't get you there. I have found in my own journey that I've learnt and evolved so much through each stage, I've wanted to introduce brand new offers, for brand new audiences every three or four years or so. I no longer have any fear about gobbling up one course or brand in the invention of the new.

Some of you reading will remember DARETOGROW? Yup! I worked under that brand and hit high multiple six figures in revenue in courses under that identity. Then one day, after a year of pondering it, I woke up with the strongest feeling of having outgrown it, of needing a fresh start, of wanting to uplevel again. There's nothing wrong with that. Each time I just make sure I honour my existing clients to the max, I make it clear what I'm moving towards so they can see if it's a good fit for them going forward (often it is because they've grown too!) and I go out with the perspective of meeting new people who've never even heard of DTG. I bring my wisdom, experience and legacy with me. People meeting me under new brands or programmes just meet me as I am, accept me as I am.

So if you feel a new offer or structure is required, well then I don't blame you. Nothing is lost. Nothing is wasted. Fold it up, gobble it up, re-use it and re-form it in a way that's more fitting for the times.

This is particularly pertinent today, because the world has changed. People have changed what they'll tolerate. The know a little bit more about themselves and what they want. For you to be relevant today, you can't really just tweak 'the same old stuff'. You need to think about how it's positioned, what new insights are required, what new format is in demand.

The second level of sophistication is the programme, offer or value you can provide to paying clients. Take some time now to map out your renewed suite of value-based offers. Update your sales pages. Get ready for new customers at this next level.

(3) Level Three - Develop your Thought Leadership and results models

This PDF has been a beast to write. My new video training took weeks to plan, film and produce. Do you want to know my secret to it all? It's two things:

- I give my ideas a container; and,
- I grapple with the problem.

So to begin with, when I first start to hear the whisper of a new idea or direction, I journal what I can. I make notes on scraps of paper. I start to talk about it in my paid programmes and free content. I practice articulating what I believe. It doesn't need a big write up, a model or a framework. It needs oxygen! As a little clarity comes, I open two Word documents. The first is the new offer. The second is the PDF write up.

What goes on those pieces of paper at first is pants! Bullet points. Possible headings. Loose ideas. But each time I return to the sheet and lean in and grapple with the content, it gets a little bit better and a little clearer.

I'm on attempt / draft five of this PDF right now. I'm sitting in a coffee shop with Sasha at my feet. It's chucking down with rain. I came here for an hour or two to complete a first cut of this section – the Six Levels of Sophistication. I didn't re-read

the whole thing, or try to perfect the full write up. I came with the goal of writing this one section. And I'm doing a pretty good job if I do say!

So, create containers for your outcome, follow the process I outlined above, lean in and grapple with the problem.

(4) Level Four - Sell it and get results:

At this stage, you don't need a big fancy funnel and automated webinar to move forward. You need to turn up and communicate your new offer. Honestly? I'd type up your offer on a Word document, put it on Google Drive and do the following:

- Email it to past clients and tell them it's coming. Give them a discount as a past customer and invite them to hop on a call with you. Ask them what help they need. Tailor it to suit. And bring 'em on board! Doing this, you can immediately get to work, develop it further and start focusing on getting results. This solves so many problems – fear it won't work, the quiet phase in between launches, the need for testimonials.

- Announce on your mailing list and in your organic content that you're running a new masterclass or webinar, whatever 'your thing' is. Get as many people on as you can, blow them away with value and sell your new offer live. If you've been crushing the first Level of Success (starting to share that Thought Leadership driven content) then you should have people very keen to hop on this training with you! Offer discovery calls, links to book, however you do it – your audience is engaged in your new content. Turn up and give them a chance to join you. I mean this when I say – go to town for these early clients! This will give you confidence. It will help you see what the offer needs. It will give you cashflow (always handy). And of course you'll get killer results / testimonials to share in your next launch or automated funnel.

Honestly, whenever I launch something new (like this PDF), I send it to my list first. I start posting about it online, sharing snippets and telling people it's coming, then I share it organically. I'm even so bold as to email past clients and tell them I have a new offer, offering them a significant discount to come and work with me again. Only then do I move on to Level Five…

(5) Level Five - Automate your sales process with a funnel

Build a funnel, build a funnel, build a funnel. If you've followed me for a while, you've heard me say this. But building a funnel for something you haven't sold yet isn't a great idea.

The purpose of a funnel is not to sell. The purpose of the funnel is to SCALE UP your ability to sell, without directly using up your 'live' time.

This means that the thing you're selling has to provide VALUE people can feel and you must FIND THE HOOK needed to position it. The best way to do this is go 'door to door'.

Before the offer becomes a group coaching programme or course, consider running it one-to-one so you can test the curriculum and approach and really learn where clients struggle and need extra help.

Once you've mastered this - creating value, articulating the hook, getting results - you can start to pull back and automate and systemise more of what you do in the delivery of the programme, and then in the funnel that sells it.

Expansion Edge, my 6 month demi-coaching programme, began as a £10,000 121 coaching programme which I delivered over a year. By the time I started with my tenth 121 client, I realised I was going through the same process. I saw I could save time and money for my clients if I captured the key process in videos and templates, and asked new clients to watch the video and send me the first cut of their answer before we spoke in a session. Doing this, I cut the time in half, and the price!

This PDF is the start of a brand new marketing funnel to share this offer with a much larger audience…two years after I began working 121 to teach Thought Leadership and Levels of Sophistication with business owners.

(6) Level Six - Build scale through your operations

I think you know what's coming here: People, systems, processes. It's what makes the crux of a business scalable, and saleable…if you want to go in that direction.

The crucial factor here is that you remove yourself as the bottleneck of your business.

You want to be developing your new offer or messaging, with cash coming in automatically.

You want to be creating core content that is disseminated far and wide without you bring tied to your desk editing and adapting.

But more importantly than any of this: You want to keep tight hold of the thing that makes this work! For now at least.

It took me a while to twig on to this one, to realise what my magic was but now that I know I really work hard to put my time, energy and creativity into that element and I automate, outsource and get help with the rest.

For me it's this core Thought Leadership idea. It's the programme and offer creation. It's the messaging. As much as I love editing videos and adding blogs to my web site and designing PDFs and the like, it's not the best use of my gifts and talents.

Honestly, the more time I can spend on stage, typing words like this and turning up with my clients the better for us all!

So when it comes to operations, identify the magic you have, lean into the production of that and find sensible ways to let go of the rest. You might hire people full time. You might build a team of freelancers on retainers on project by project budgets. You might automate using online systems. There really are only so many hours in the day but not all hours are created equal.

Part 5

Be The Person

Now, you have a choice. Lean into this process and do the work, or find a reason to delay it.

What bridges the gap between vision and purpose, between intention and reality, is action. It's the thoughts we *decide* to focus on. It's the things we *choose* to prioritise. It's the habits and behaviours we *practice* on a weekly basis. It's who we become through daily action.

Can you see how conscious this is? Decide. Choose. Practice. This next part won't happen by accident. Yes, things will rise up to help us. What we seek is seeking us, as it says in The Alchemist, but now we must dig in and do the work. We must practice conscious intent. We must remind ourselves of what it takes. We must overcome the obstacles and practice being the person who does the thing.

This is why the phrase *Be The Person Who Does The Thing* is a huge source of comfort to me. When I think about my purpose or set big goals or think about big things I want to create, my response is, like most humans, to fall back, to delay, to hide. *It's too big. Where do I start? What if it doesn't work?*

But we can't think like that. We simply cannot entertain the notion that this won't work, or we're not enough. It doesn't help and it isn't even real. We haven't even tried yet man!

Humans will always default to what's easy, to what's normal, to what's acceptable. To change our lives, to bring about our vision, to live through purpose we actually have to break the habit of a lifetime and do the abnormal. Say no. Start that thing. Go on the journey. We have to practice living in a state of discomfort, to enact change.

A few months ago, I released a behaviour tracker in my motivational membership. The idea was simple: Decide who you want to become, identify what someone like that does and practice being the person who does those behaviours daily.

When it comes to Thought Leadership, one of the core daily behaviours has to be sharing what you believe in. This can begin as posts and clips, and can evolve into a document like this, a three-part video series, a webinar, a programme, a book. You'll never build something like that or write something like that overnight. You'll never scale your company or breakthrough your revenue goal overnight. You'll never become a Thought Leader overnight. You do it slowly and steadily, behaviour by behaviour, day by day. Beginning today.

You were born to do this:

One last thing before we finish up here…

I want you to know that you were born to do this work and because of that, you have three things at your disposal.

Firstly, you have the gifts you were born with. Everyone has a set of gifts they were given at birth, something they have a natural ability with. It's not random. It's special. It's a tool you can lean on. For me, I feel confident that this work is my purpose. Just to be me. Cheeky. Bold. Gritty. Using my ability to write and speak to help people to get back on track, to re-believe in themselves, to feel like change is possible, and to do the bloody work to lead

themselves and others! I'm good at that. I love it. And it feels right. It feels, *for* me. Yes, I'm getting better the more I do it, but I can't deny I was born with gifts and I am using them!

You were too. You might not even realise it. Maybe you're calm and confident under pressure. Maybe you have a way with a certain group of people. Maybe you're a great communicator. It doesn't have to be one thing or another. Look at your gifts. Be grateful for them. Use them.

Secondly, you have your life experience, both your stories and your wisdom. The more I live my life, the more I meet people, the more I work with people more deeply the more I learn and realise about life, about the world. This is wisdom. These stories help me to demonstrate what I know, but they also help me to connect with people.

I think I'm a pretty down to earth person. I tell the truth about what it takes. I share behind the scenes footage. I talk about my love of a very niche book category (memoirs by writers who are in the process of writing!). I post Reels of my baking, decorating, walking the whippet. This content is very different to someone who loves surfing in Bali isn't it? It helps to show people who I am. It helps to attract people who might listen to a word or two I share. Maybe.

You have this too. The things you love are special. What you're into makes you unique. Who you are plays a part in this narrative. So what are you into? How can you share more of your passions? What life experience have you got to help you make your point? What wisdom can you impart to demonstrate your knowledge. Leverage your life to help you live your purpose.

Thirdly, you have a strong desire to do this work. It won't let go of you. No matter how distracted you become. No matter how many seemingly wrong turns you take, you will always come back to this. You will always have a pull to this. It was meant for you and that means life is always going to guide you back to it.

So please, don't let another year go by without putting in a jolly good attempt to Be The Person™, who does the thing. Invest the time clarifying your ideas into a document like this. Let them filter through to your content and marketing. Use them to upgrade your programmes and the value you offer. Step up. Speak out. Share. *Lead*.

Part 6

Conclusion & Next Steps

So in summary, I want you to try these five things.

Get the true attention of your future customers by sharing deep-rooted, wisdom-based, truly eye-opening insights and consolidated models or processes they haven't seen and can't stop thinking about. Talk about the problems people are facing. Provide novel insights and solutions. Form a model or path people can follow to find relief and get the result they want. Share this in your free content to develop it, and then spend the time to turn it into something more robust. No more generic, fast-scroll 'algo' content. We're looking for Thought Leadership. We're looking for models people can lean on. We're looking for ideas that transcend the words you used to convey them.

Secondly, think of yourself as a mentor or coach rather than a sales person. Seek to form mentor-mentee relationships with people who follow you so they look to you for insight, guidance and advice. You want people to feel a certain way and think 'I wonder what XX (you!) has to say about it'. Or when your weekly 'show' lands in their inbox, you want them to think 'Ooh I'll watch that. Their stuff is always good!'. You want them to think of you, to come back to you, to listen to you because you actually help them.

Thirdly, consider creating a weekly show. It could be a weekly video or podcast or long copy blog. The point is that it's regular and it's themed. Your audience begins to look out for it and expect it. And when it lands, they know the style and the calibre and they click.

Fourthly, use that core content to build your community, your standing, your influence and dramatically extend your reach. Don't just lean on the wonderful community you already have. Go further. Go bigger. What would it look like to reach 10x as many new people in the coming six months? How would you do that? What would be the message? What do you want those people to do? Over time, outsource the mechanics of this or hire someone to help you create and distribute it. You've done a lot to get here, and you may even have employed or engaged the help of other people. It's time to lean in a little more and remove yourself wherever it is safe and sensible to do so – the sale process? The admin? The editing? You know what is critical and magical to your success and you know what's a drain. What you need now is time to lean into your magic, and the reliability of knowing the same things will be done each week.

Fifthly, bolster your current offers with this Thought Leadership, or create all new programmes and offers. Make sure your position and your approach is clear on your sales page and in your webinars. Build a model or diagram or path showing the approach you teach and explain it in your sales content and webinars. Don't just sell the hole, talk about the bloody drill! And help people to the work and get result.

That's it from me. Over and out.

P.s. I would genuinely love to hear from you if you've read this far. Take a second to email me lisa@daretogrow.co.uk or maybe leave a little comment where you found this. If you'd like to talk about working with me to do this work, please don't hesitate to look at what I do via my site, or reach out to me directly. I'm around.

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