

Chapter 5

Tackle the Tough Project— Standing Up to Intimidation

*One cannot discover new oceans until he [she] has
courage to lose sight of the shore.*

-- Unknown

History frequently glorifies the wrong individuals while overlooking the courageous acts of everyday people. Through **intimidation**, social, political and religious powerbrokers control perceptions and perpetuate the stories that serve their agendas. Few human beings have ever faced the level of intimidation that Dietrich Bonhoeffer faced in Nazi Germany. A German pastor and theologian, Dietrich was one of the first Germans to oppose Adolf Hitler during his rise to power, and he openly supported the Jews. His life exemplified deep-rooted courage in the face of social, political and religious intimidation, but instead of bowing to threats, he stood virtually alone in calling for church resistance to the persecution of Jews. Firmly centered in his heart and spirit courage, Dietrich was able to

Tackle the tough project.

Born February 4, 1906, Dietrich came from an educated, non-pious and yet, politically active family with seven other children. At the age of fourteen, Dietrich declared to his family that he would become a pastor. Considering that the Bonhoeffer family rarely went to church, his family was quite stunned at this announcement, but the choice secured Dietrich's destiny.

Graduating with honors from the University of Berlin in 1924, the gifted Dietrich went to New York in 1930 on a teaching fellowship where he was influenced by the lightheartedness of the American theological students ("There is no theology here.") and the black gospel churches and singers in Harlem, which made him acutely aware of the injustices experienced by minorities and the Church's ineptness at supporting integration. Hitler became chancellor in January 1933. Two days later, Dietrich delivered a radio address attacking Hitler and warning Germany against slipping into an idolatrous cult of the *Führer* (leader), who could very well turn out to be *Verführer* (mis-leader, or seducer). His speech was cut short mid-sentence.²

By September the German Evangelical Church adopted racist Nazi policies, prompting Dietrich to accept an assignment in London. From London he rallied opposition to the

German Christian movement and its efforts to incorporate Nazi racism into the Christian gospel. “The struggle was between the national church (which supported Hitler) and the ‘confessing’ church, called such because it confessed that there could be only one Fuehrer or leader for Christians, and it was not Hitler.”³ Even after the church bishop in charge of foreign affairs traveled to London and warned Dietrich to abstain from any activity not directly authorized by Berlin, the young pastor refused. He tackled the tough project and stood almost alone as the Confessing Church aided the Jews. In 1935, Dietrich received a much-sought opportunity to study under Mahatma Gandhi, but he decided to return to Germany to head an underground seminary for training Confessing Church pastors. As the Nazi suppression of the Confessing Church intensified, Dietrich’s authorization to teach was revoked in 1936, but the crescendo of Gestapo threats and intimidation did not stop him from taking risks to voice his courageous convictions.

In 1939 Dietrich sailed back to New York but soon returned to his homeland—on the last ship to set sail before the start of World War II. He also took on another tough project. He became an agent of the Military Intelligence Department and provided information to Allied agents hoping to assassinate Hitler. Dietrich was finally arrested on April 5, 1943, and imprisoned as a spy for nearly two years of torture and brutal interrogation. During his imprisonment, Dietrich befriended prison guards, who brought him books filled with coded communications from his family and fiancé. He also began writing *Ethics*, an eloquent expression of his courageous beliefs. So sympathetic were the prison guards that one even offered to help him escape, but Dietrich chose not to run, knowing his imprisoned family members would suffer Nazi retribution.

By April 1945, Hitler had survived fifteen attempts on his life, Berlin was a total ruin, and the Germans knew they had lost the war. Under orders to kill the resisters, one of Hitler’s special commandos in the Flossenbug stripped Dietrich and hanged him in the nude. The courageous pastor was only 39 years old. Three weeks later, Hitler committed suicide, and American forces liberated Flossenbug. After his death, Dietrich’s work became increasingly influential as many civil rights and international ecumenical leaders, such as Martin Luther King Jr. and Archbishop Desmond Tutu, followed his work on ethics. Dietrich stood in courageous opposition to intimidation by continually stepping up to tackle the incredibly tough projects.

Climbing the Ladder

Is someone or some situation intimidating you at work? Learning to observe which obstacles have you stuck and applying the appropriate courage actions provides practical training in the internal competencies of courage. Going back to our ladder analogy, the lowest, easiest step on the ladder is overcoming inertia by simply giving yourself permission to claim your courage. Each consecutive step becomes higher and narrower, but each step

also takes you closer to your calling and empowers you to create the unique career path that gives *your* life purpose and fulfillment. Near the top of the ladder, the ascent can get a little shaky, but each step prepares you and invites you to take the next step. Soon you learn, “Not *what* you do, but *how* you do what you do determines whether you are fulfilling your destiny. And how you do what you do is determined by your state of consciousness.”⁴ Are you too intimidated to step up to the next rung?

The founder and director of a prestigious international education program encountered the most intimidating situation she had ever faced. In the year the program was to receive its accreditation recertification, Ms. Hildebrand learned that she would have to perform all of her work on a PC using Windows instead of her accustomed Mac. Precious time sifted through the hourglass as she not only learned the new software, but also converted over 4,000 documents to a new format. Budget cuts meant no clerical or technical help. She was on her own. Feeling overwhelmed and abandoned, Ms. Hildebrand found herself in an unaccustomed position of feeling intimidated by something as simple as a desktop computer.

When facing a challenge, courageous people step up. Ms. Hildebrand accepted her shortcomings yet acted effectively to overcome this impediment: she relied on students to train her and parent volunteers to convert the data. When you are honest about your shortcomings, you earn the understanding and respect of others. Piero Ferrucci writes in *Inevitable Grace*, “We go through life constantly looking for guarantees, endeavoring to control people and circumstances, striving to conform the world to our plans.... What if we fully surrendered? Such an attitude entails courage, generosity, and the truthfulness that enables us to call ourselves into question, risking everything we are.”⁵ In spite of the obstacles, Ms. Hildebrand took on the tough project and overcame intimidation.

*Obstacles will look large or small to you according to whether you are large or small.*⁶

George Buckley, an electrical engineer and CEO of 3M Corporation, offered these words when he was interviewed for an article by David Garner: “Of the seven or eight qualities of leadership ... I actually think courage is the highest among them because we are always faced by risk and by uncertainty, and you can’t always forecast everything.... So courage is necessary for a person to get off the dime and make the right kind of decision, a courageous decision, in order to make a company grow and improve on where it is today.”⁷

The King and the Pawn

The courage of a CEO like Buckley may influence a wider realm than the arc of your everyday courage, but courage behaviors are learned in everyday decisions. Just focus on the moment, make courageous adjustments, step up and remember:

*Once the game is over, the king and the pawn go back in the same box.*⁸

Unwilling to bow to intimidation, courageous people seek out difficult tasks and take risks that force them to perform above their usual skill and knowledge levels. Therapist David Travland co-founded the Caregiver Survival Institute. He defined courage as “the ability and willingness to take risks in the service of a larger goal.” In his experience, “The prospect of short-term discomfort would dissuade most people from displaying courage. Courage requires one to take the long view, to look at matters from 30,000 feet and see the long-term implications of their actions.... Most people don’t understand ‘enlightened self-interest,’ the idea that our interests depend on providing something of value to those who control the resources we desire.... You get what you earn.”

David has faced intimidation, yet by recognizing his own enlightened self-interest, he has learned to draw from the strength of his courage to overcome intimidating situations. As a clinical psychologist, David could easily have been intimidated when he took on the project of getting his book published or when he decided to go into private practice. “When I opened my first private practice office, I visited and phoned referral sources, mostly physicians, to let them know I was available. It was one of the most difficult things I have ever done because I knew in my heart that, at that moment, they didn’t care about me or my existence, but I knew I had no choice. I swallowed hard and made the calls.”

A woman who noticed that a high-ranking position would soon be vacated said, “I thought about it and thought about it. So I did the somewhat brazen thing and went over and asked, ‘Can I have Vicki’s job?’” What is wrong with asking, and why is it “brazen” to ask? If you are too intimidated to ask, the opportunity to step up vanishes, and perceiving this woman’s action as brazen versus courageous demonstrates a need to rework the inner dialogue. If your tendency is to interpret enlightened self-interest as brazen, bold, brash, blatant or forward, you may be allowing intimidation to keep you stuck on the sidelines instead of playing *your* game in a way that highlights *your* talents. To overcome StuckThinking™, it helps to delve into your heart and discover what makes it sing. You can start by recognizing the difference between your potential and your experience. For example, if you are considering a career move, try not to match your style or skills to fit a “perfect” checklist. Instead, develop your potential—express your expectations and cultivate new abilities. Like any other ability, we all have the ability to manifest courage to varying degrees, but putting courage into action requires conscious choice.

David has taken on several tough projects in his career, but the most intimidating situation may have been his work with a board of directors. “Boards are very intimidating!” he declared.

I had arranged to facilitate an emergency meeting of the board of directors of a failing bank. I knew next to nothing about banking and not a lot about boards of directors and how they worked, but I agreed to accept the assignment, prepared like crazy, and pulled it off. The board decided to fire

its wayward president at that meeting, just before the feds stepped in and pulled the plug. I accepted the assignment, in part, because their situation was so desperate that I couldn't see how I could possibly make it worse. I suppose it takes a certain amount of audacity to plunge into a situation, purporting to be the expert and in control, without having even a tiny amount of evidence that the outcome will be successful. In a way, taking on tough projects is essential to the development of professional courage. The more times these kinds of frightening undertakings are completed successfully, the less intimidating they seem. So it would seem that professional self-confidence absolutely requires one to display artificial courage on the path to genuine courage.

To illustrate, it might have appeared foolhardy to tackle a project with so many unknowns, such as the banking example above, but my consulting work ethic includes the following concept: TTP (Trust The Process). This means that if you can persuade a group of professionals to trust you as a group leader, they will talk openly about their situation. Because I am a quick study, I have always found it relatively easy to identify the main issues and move them into an effective problem-solving mode, leading to practical solutions.

An even more basic issue is the concept of self-employment. Cutting oneself loose from a regular paycheck to fly on the wings of self-sufficiency requires a great deal of courage. In fact, the entrepreneurial experience practically defines what is so unique about America. But however much we admire those who take the plunge, courage is not enough. If it were, the majority of new businesses would not fail within the first few years. While the allure of owning your own business remains one of the last frontiers of adventure in our society, it takes moxie, hard work, an understanding of marketing and a variety of other skills to succeed. Perhaps we as a society fail by not making entrepreneurial training mandatory in high schools.

*The shrewd guess, the fertile hypothesis, the courageous leap to a tentative conclusion—these are the most valuable coin of the thinker at work.*¹⁰

“Anybody can go to a job with a high-growth business and do well. That’s easy,” said Charlene Begley, CEO of GE Transportation Rail, “Go to a really broken business and make your mark. Those are the most rewarding.”¹¹ The size of the project, your position, title or industry does not matter. The tough project could be anything that challenges you to reach out. “True leadership is not easy. That may be why leadership is not widespread. The world in which we live encourages ‘boutique’ leadership—where we find comfortable niches in which to become involved but rarely take on the tough work that comes with making fundamental and needed change.... Leadership springs from simple and often small acts of courage, where doing the right thing becomes more important than personal security or gain.”¹² Security kills inquisitiveness and awe. The mind (ego) will want to undermine (or obliterate) them. After all, how could something so easy work, and be filled with joy?

Rob Gates is a Partner and Director of Marketing Mail Source and Data. Rob believes that there are two types of courage.

Short-term courage is where an individual places themselves in harms way for a short period of time and does something that takes great bravery. Things like rushing into a burning building to save someone or tossing yourself on a grenade and sacrificing yourself to protect the other men nearby are examples of short-term courage. Like most people, I greatly admire those who show short-term courage. They are the very definition of heroes, but I have even more admiration for those who show long-term or 'everyday' courage. The consultant who knows that he will be unemployed every few weeks, the salesperson who doesn't shade the truth even though they desperately need a sale and the nurse who works in the oncology ward even though they know that they are making friends with people they will have to watch die. These are the people who show courage every single day.

I observe women applying courage at work more often than men. Between the residue of chauvinism and the realities of 21st century families, women are often in weaker positions economically than their male counterparts. That makes any decision that involves a possibility of job loss far more risky on average for women than the same decision is for men.

Happy Conduit

Mihaly Csikszentmihalyi, author of *Flow: The Psychology of Optimal Experience*, observed that "people reported the greatest sense of well-being while pursuing challenging activities, sometimes even at work, and often while immersed in a hobby. In a "flow state," Csikszentmihalyi found, people engage so completely in what they are doing that they lose track of time. Hours pass in minutes. All sense of self recedes. At the same time, they are pushing beyond their limits and developing new abilities. Indeed, the best moments usually occur when a person's body or mind is stretched to capacity.... They become more self-confident, capable, and sensitive."¹³

When was the last time you sought out a difficult task that forced you to perform above your usual skill and knowledge levels? Intimidation, whether from an internal voice or external circumstances, only perpetuates StuckThinking™! To diminish dispiritedness and accentuate the joy of being "in the flow," find the project that will focus your energies and challenge your abilities. Courageous people have found they can overcome intimidation by asking for the tough project—not asking for high levels of stress or even more money but using the energy of everyday courage to combine purpose with self-reflective growth. "Recent research into happiness demonstrates that the happiest people aren't those with the most money but those with a sense of purpose—a sense that they are contributing to something bigger than themselves.... People want to believe they're part of something meaningful."¹⁴ Are you a happy conduit enhancing the flow of success in your company, or

has intimidation robbed you of a sense of purpose? Perhaps you need to focus on this obstacle and add “Tackle the tough project” to your DCI.

Betsy Bernard left a *Fortune 500* company as the highest-ranking female executive to become President of AT&T Business. Bernard said of the job that put her in position to build and run a *Fortune 500* company: “It was a job no one wanted.”¹⁵ Unwilling to be intimidated by a task that reeked of potential failure, Bernard initiated her success when she stepped up to tackle the job nobody wanted. Volunteering for a project that nobody wants could be just the thing to propel your career to the next step, especially if you have a tendency toward self-intimidation.

Remember that the power and arc of your courage expands the higher you climb on your ladder of success. Imagine that, as you step onto the first rung of our metaphorical ladder, you are allowing the light of your courage to shine. As you step higher on the ladder, the glow of your courage grows stronger, and the heights of your success raise the visibility of your courage. This radiance is your life! Find ways to step up and enlighten your environment. Ask to join a more challenging project team, move to another division, or intensify your networking efforts. To feel accomplished or fulfilled, you must consciously do the kind of work that makes you happy, and if you over-identify with your current role, you run the risk of getting stuck in the script.

Rung of the Ladder

Using a stepladder to demonstrate courage creates a simple yet powerful visual when I speak or conduct training. When I climb the ladder, attendees easily recognize which rung they are on and how long they have been precariously perched on that step. Standing on a step with one leg dangling, I ask the members of the audience to think about a challenging situation they are facing (or avoiding). Then I say, “This reminds me of an ancient Chinese proverb:

He who hesitates before each step spends his life on one leg.

Invariably, people know why they are stuck and what it will take to get going again. One moment of courageous clarity can work miracles in your career advancement. What has to happen to motivate you to confront intimidation? In the words of Sir Edmund Hillary: “It is not the mountain we conquer, but ourselves.”¹⁶ And the only way to conquer ourselves is through the internal work of a contemplative practice. Connecting with your courageous heart and spirit is the path to your true Self.

Donna Cameron, business owner, mentioned in a previous chapter, knows about courage: “Courage is accepting change in the workplace, whether it’s a change in job description or being required to learn something new or simply saying ‘yes’ when asked to do something that takes you out of your comfort zone [tackling the tough project]. With

each change that is incorporated or accepted, your courage increases to tackle the next one. Some people seem to thrive on these kinds of changes, while others put all their energy into resistance.” Donna’s insights resonate with the teachings of Eckhart Tolle. “Nonresistance is the key to the greatest power in the universe. Through it, consciousness (spirit) is freed from its imprisonment in form.... Resistance makes the world and the things of the world appear more real, more solid, and more lasting than they are, including your own form identity, the ego.... The play of form is then misinterpreted as a struggle for survival, and when that is your perception, it becomes your reality.”¹⁷

*As you go along your road in life, you will, if you aim high enough, also meet resistance ... but no matter how tough the opposition may seem, have courage still—and persevere.*¹⁸

Rest assured the true you will prevail despite outside pressures. Simply progressing up the steps one after the other will brighten the light of courage and deepen your internal courage reserves, and overcoming obstacles like intimidation requires you to become more courage-centered and less risk averse. Peter Bernstein writes, “The word ‘risk’ derives from the early Italian *risicare*, which means ‘to dare.’” In this sense, risk is a choice rather than a fate.”¹⁹ From this perspective, the courageous actions we dare to take depend on our willingness to live freely in conscious choice. Choosing to apply courageous will and tackle a tough project is not about being foolhardy or defiant but about recognizing the risks and accepting the challenge. What is your courage tolerance level and how comfortable are you with the prospect of *failing*? In *Truth vs Falsehood*, Dr. Hawkins writes,

The steps out of failure, unhappiness, frustration, lack, want, anger, and depression are deceptively simple. Life is a voyage comparable to being out at sea in which a shift of one degree on the ship’s compass will determine by the end of the trip whether or not one is hundreds of miles off course. The strongest tool, which already exists within, is the spiritual will itself, which, when firmly set, will face and take on any obstacle. It is the spiritual will that determines the success of the venture.²⁰

Everyday people like Rob and Donna display courage-centeredness all the time, even when they appear to be hopelessly stuck. The difference is that they do not make the history books, much less the local newspaper. They are examples of everyday people applying everyday courage at work. Is courage your compass?

Cold Feet

The perception of security can be the proverbial albatross hanging from your neck, making it difficult to take a step anywhere, much less up. “In the long run, security—if we ever think we have it—kills curiosity and wonder. Risk, on the other hand, has a spiritual value.... Only by taking risks can we truly be.... By challenging our most ingrained personality structures, we earn a salutary shake-up. It is impossible to take risks and remain what we were.”²¹ Are you willing to bet the farm or is the risk too intimidating? Many

entrepreneurs ask, “What do I have to lose?” If you have consciously nurtured your everyday courage throughout your career(s), the transition to entrepreneur is easier. How many old scripts in your head prevent you from taking a risk? When was the last time you felt excited and curious about what was coming next?

Self-improvement separates courage-centered people from the pack. Ask these questions: “Why does it take me so long to make a change?” “How do I use my downtime?” Would I prefer to believe that my company will take care of me? Hindu sage Paramahansa Yogananda says, “Often we continue to suffer without making an effort to change; that is why we don’t find lasting peace and contentment. If we would persevere, we would certainly be able to conquer all difficulties. We must make the effort, that we may go from misery to happiness, from despondency to courage.”²² Again, we touch upon one of our four themes:

Teach yourself to confront obstacles by applying a specific courage action.

Changing the direction in which you look for happiness takes enormous courage. Do you wish to control your career or have your ego control it for you? The false self (ego/mind) does not want you to find the limitless joy available through the truth of your own identity; yet, it is deceptively simple to find! Morris L. West said, “It takes so much to be a full human being that there are very few who have the enlightenment or the courage to pay the price.... One has to abandon altogether the search for security and reach out to the risk of living with both arms. One has to embrace the world like a lover. One has to accept pain as a condition of existence. One has to court doubt and darkness as the cost of knowing. One needs a will stubborn in conflict, but apt always to total acceptance of every consequence of living and dying.”²³

“In a society that seems to value only work, it requires a strong sense of security to stop working and engage other parts of the brain, but the benefits of doing so pay significant dividends.”²⁴ Is it difficult for you to risk your security? Too worried that a risk might backfire, most people wait and wait, caught up in self-intimidating scripts that prevent them from mustering the courage to take the plunge. It is your courage that supports your ability to let go of deadly attitudes, change the way you organize your time, change your relationships and change who and what you are. “If we want our lives to change, it does little good to simply move from town to town, job to job, or relationship to relationship. Wherever we go, as they say, we take ourselves with us. We manifest not so much according to geography as according to consciousness.... For our lives to change, we must travel deep.”²⁵

Ultimately, risk-taking is about the internal processes of the psyche. “It is from inner space, the unconditioned consciousness itself, that true happiness, the joy of Being, emanates.”²⁶ Review your dreams, study the behavioral patterns that keep you stuck, and uncover your voice as it relates to risk-taking, spontaneity and making mistakes. You learn

on the job, and you learn from financial success or financial failure. Risk-taking includes making mistakes, but you recover from your mistakes and step up, better prepared after learning from past mistakes.

Composure is a Cousin

Donna's courage learning comes from two perspectives. "I often hear people say that they move forward through their fears by asking, 'What's the worst that could happen?' If this works for them, that's great. But it troubles me, because that's only *half* the question. There's another question to ask: 'what's the *best* that could happen?' That's where we should be focusing our attention. Instead of moving forward through our fears, always conscious of that 'worst' that we want to avoid, we should move forward with our eyes firmly fixed on the 'best' that we want to manifest." Manifesting the "best" requires a certain amount of composure, which is why composure is a cousin to courage

Donna observes on-the-job courage in many ways. "When someone comes to me and admits an error as soon as she realizes it's been made, that takes courage. It's hard to admit mistakes, but there are very few errors that cannot be fixed if brought to light as soon as they are discovered. And often, creative thinking can turn the error into an opportunity." Are you intimidated by the voice in your head that says "errors are bad, therefore I am bad?" Echart Tolle asks, "Can you take the thinking out of the perceiving? Can you look without the voice in your head commenting, drawing conclusions, comparing, or trying to figure something out?"²⁷

Taking risks and hurdling intimidation, courageous people choose to forgo immediate satisfaction. When a new challenge requires them to step up, they do! Changing their lives, they realize (and adjust) their truthfulness.

*We must have courage to bet on our ideals, to take calculated risk, and act.
Everyday living requires courage if life is to be effective and bring happiness.*²⁸

If you want to change your life, you have to change your stories and face the limitations that prevent you from transcending your false B-movie scripts. "We don't have to conquer our false self; we only have to observe it. And through observing it, by being aware of it, we transcend its grip on us and move toward our own transformation into love and compassion.... It is essentially through contemplation or meditation practice that a salutary self-knowledge dawns in us."²⁹ Eliminating the false scripts starts with silence, where we learn to stop thinking and start listening. "Thinking without awareness *is* the main dilemma of human existence."³⁰ Sitting in silence before deciding about any important matter is a good idea (and one of the four themes of this book).

Overcoming Ourselves

Often, if you are living a hit-and-miss life, you will miss the defining moments. Misses are chances gone by, never to be reclaimed. For Shane Holst, an author and provocateur for psychological and spiritual health,

The greatest single obstacle is often risking money/security and job. Confronting a breach of ethics or law is tantamount to career ruin. A good example was when I was doing training and coaching for a major company. There was much that was dysfunctional about the organization and in particular the senior management group of eight people. I spent a lot of time working with these people only to discover, in the main, they were good, competent people. After considerable analysis, it was obvious to me that the problem was at the top—the business owners. The three people who owned the organization were unscrupulous and highly Machiavellian in their management style. I was, however, being paid extremely well and had debt and commitments like most people.

I knew that confronting these men over the negative effect of their behavior on morale and productivity would carry considerable risk (in terms of me being paid!), but so would not doing what I knew was right. “Stand for nothing, fall for anything.” I knew it was worth the risk and, after quality questionnaires and research, presented them with the facts (and prepared to be marched to my car and told to piss off). It created considerable consternation and conflict but I believe the way I did it helped them not to take it too personally. I continued to work there but felt the gaze of “one mistake and you’re out!”

Feeling intimidated by the constant gazes didn’t stop Shane from continuing with the tough project, “Some change was effected. It was difficult, but not nearly as difficult as it would have been for me to have suppressed my knowledge, kept working with the management team and kept sneaking off (as it would have felt) with my financial benefits. Using courage pushes past the need to be popular or liked or even safe.”

Staying stuck in intimidation is easy, and the risk of letting people know who you are can threaten your image. Keith A. Ferguson, an engineer said,

Perhaps the most difficult obstacles I have faced come from within myself. Most often it involves a tendency to regress to an egoic response when threatened or when a problem arises that challenges my status or self-image. An example of the internal obstacles I frequently face was a recent encounter/disagreement with a senior executive who wanted to insert herself into a strategic proposal process. The intention of her involvement was uncertain. Based on my previous experiences with her it was very easy to accuse her of trying to insert herself due to a desire to be in control, attain recognition of her leadership skills and to achieve personal advancement. Instead of recognizing the capable leadership already in place and supporting the team best qualified to assemble to proposal and win the work, she

wanted to direct all activities. Under this circumstance it is easier to criticize the individual rather than work toward a win-win solution.

“Living up to an image that you have of yourself or that other people have of you is inauthentic living—another unconscious role the ego plays,”³¹ summarizes Tolle. Your courage and authenticity are not “somewhere over the rainbow;” they are merely hidden beneath the scripts and images generated by the false self, waiting for you to step into the deep levels of your true Self—beneath the ego’s shallow false identity.

For all the readers who dream about leaving the dog-eat-dog world to pursue their life-long passion, *start now!* Finding the time to craft the almighty business plan or drumming up financial backing, you run the risk of fumbling the passion. So, if you’re bored, burned out or frustrated in your day job, dig into your heart and spirit, and you will see that your courage resides there. If intimidation is holding you back, look for a tough project to tackle, but remember this courage paradox: start by stopping! The commitment to reflection will provide a clearer picture of what you need to do to get where you need to be. Then, you won’t be a victim of intimidation.

Courage Development Questions to Ponder

- How have I allowed people to intimidate me on the job?
- How have I permitted my own preconceived ideas to intimidate me?
- When was the last time I tackled a project that no one else had the courage to take on?
- What commitment can I make today to align my actions more closely with my highest intentions?

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