Stepping Into Your Power (Part 2)

by

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Welcome Back to the world of Amazing and Powerful Women!

This is Part 2 of a Stepping Into Your Power, an excellent e-book by professional coach and empowerment expert Geraldine Bown. I'm delighted to be able to offer it to you for free through Amazing Woman Rock.

Part 2 outlines some of the blocks that we women often face with respect to stepping into our power. It also suggests some knock 'em dead strategies we can use to break through the blocks and achieve our goals.

I am a powerful, assertive, goal-oriented woman, but I still found lots of food for thought in both parts of Geraldine's insightful e-book.

If you decide you want to learn more about the specific actions you can take to step into your own power, Geraldine has kindly offered a special discount to AWR members who purchase her empowering audio programme. You will find details and links at the end of this book.

Enjoy!

Susan Macaulay
Creator, Curator & Chief Rock Star
Amazing Women Rock
Removing Internal Blocks to Power

There are four blocks we are going to look at:

- the ‘someone will notice soon’ block
- the ‘let’s get it just right’ block
- the ‘like me’ block
- the ‘let’s just be one happy family’ block

Someone will notice soon

Well - no they won’t! You see, what happens is that we do a great job - we know it’s a great job so we wait for others to recognise what a great job we have done and tell us. Well maybe they will - but maybe they won’t! What we have to do is to let people know (‘people’ being the people who matter like our boss) what we have done - bring it to their attention. I know of women who have worked on something with a male colleague, and together they have produced a report. However, when the report gets published and circulated she sees that her name doesn’t appear on it......and there are women who produce some creative, innovative ideas and contribute them but nothing seems to happen with them - until she sees them appear with someone else’s name attached to them.
If you do a good piece of work you need to make sure that your name is attached to it, and you have to let people know what you have done. No one should be more invested in your credibility and reputation than you so you have to take control of it.

I remember talking to a group of women on a workshop. The conversation went something like this:

**Them:** There is a young man who has joined our team and every five minutes it seems he is down in the bosses office and we have so much work to do in this department...

**Me:** so what happens to his work while he is talking with the boss?

**Them:** well - we have to do it

**Me:** no, you don’t have to do it. Clearly you are doing it but you don’t have to. More importantly, why aren’t you in the boss’s office telling him about your ideas?

**Them:** we wouldn’t dream of just walking into the boss’s office giving him ideas and suggestions without being asked

**Me:** so here is what’s going to happen - you will carry on doing your work, and your male colleague’s work, while he is talking ideas with the boss. Then in a few months when a new opportunity comes up in the organisation the boss will be saying “Hey - I have a young guy in my team who would be perfect. He’s full of good ideas and creative solutions. I think he would be perfect”. And your colleague will move on and up - and you will still be here doing your reports....
If we want to be noticed for our good work then we have to bring our good work to the attention of those who matter. As women, we are not very good at doing this. We don’t like drawing attention to ourselves and if we are noticed it’s often for the wrong reasons like our looks and our legs!

What about the next block?

**Let’s get it just right**

We can also call this the perfection block. This is about endless fiddling with things to get them just right! We start when we are girls in school. I used to be a schoolteacher of pupils aged 11 - 16 and I reckoned I could look at work handed in and put it into two piles - girls and boys - without looking at the names. The girls’ work would (usually) be beautifully presented - pages decorated, different colours of pens used, neat underlining, no crossings out...while the boys’ work would be hastily scribbled with no decoration at all. Now of course these are generalisations – these comments don’t apply to all girls and all boys, but the they apply to enough for it to be noticeable. Now, if presentation is going to be awarded marks then the girls are going to do well but if the content is all that gets assessed then the girls have wasted precious time.

Now fast-forward to the workplace. How many women do a piece of work and then fiddle with it - add to it - change bits of it - make it look pretty...all of which is time spent on something that is actually finished instead of moving on to the next thing to be done. The higher up the scale you go at work, the more you are likely to have support whose job it is to lay it out nicely and make it look pretty so we have to learn to focus on what is important not what satisfies our innate desire for creating a pleasing appearance. Not everything worth doing is worth doing well - some things are just worth doing...and getting rid of!
Of course we do this at home too. We delegate cleaning the bathroom to one of our children and then go in and redo it because they haven’t done it to our standards. So we either haven’t given clear enough directions about the standards for the job, or we make them do it again - and again until they do it right. You can’t delegate to children and then move in and take over - might as well do it yourself in the first place if you are going to do that. We will be looking at delegating in the home in one of the sessions in the programme.

So what about the next block?

**Like me - please**

We have seen already that from babyhood we are encouraged to be quiet, be nice, be pretty. We get our rewards from pleasing other people. This means that much of our self assessment is about how much approval we get from others. Now, of course, it feels good to be liked but this conditioning leads us to evaluate actions we should take based on what the approval rating is going to be - from our families and from our friends. As we are growing up we maybe switch our point of reference from our family to our friends so we want their approval and risk the wrath of our parents. But our internal motivation is the same - to be liked. The reality, of course, is that we can’t please all of the people all of the time but because we are desperate to be liked, if we are not liked we take it very personally - there must be something wrong with me, and our self esteem takes a huge hit.

So we start work and we are coming from a perspective of wanting to be liked, and taking it personally if we aren’t.

Look at Jean’s story.
Mary came into work one morning and bumped into a colleague Jim. He spoke to her but she ignored him. He turned to his colleague and said “Don’t know what’s up with Mary. She got out of bed the wrong side today. I’ll keep out of her way today”

Mary carried on down the corridor and bumped into Jean who also spoke to her and whom Mary also ignored. Jean turned to her colleague and said “Oh my, I must have upset Mary - has she said anything to you? - I mean she was Ok yesterday when I spoke with her - there must have been something I’ve done - do you think I should go and see her?…”

Now if she wants to go to see Mary because she genuinely wants to see if there is anything that is upsetting Mary that she can help with then that is fine. But if she is going to see Mary to find out what has happened and **reassure herself that Mary still likes her** then that is **not** fine. How interesting that the guy just saw Mary’s behaviour as Mary’s problem but Jean saw it as Jean’s problem.

A great place to see the ‘Like Me’ block in action is at a returns desk in a store. Just spend some time watching there and here is what might happen.

A woman comes to the desk and begins with an apology “I’m sorry but…..” she then continues with far too many words “...I bought this shirt and...and I really like it...I love all your stuff..and anyway I washed it..and I did follow the instructions, I really did...and it seems to have shrunk..I mean I don’t know how it happened…” And while she is saying all this she is **smiling**! Why is she smiling? What does the smile say? The smile says: “I am finding this very uncomfortable and I want you to know that although I am complaining I am really a very nice person and **I want you to like me**” Now we have to ask ourselves why we are so keen to establish a relationship with
the member of staff on the returns desk! Smiling is great for connecting with people but let’s not smile inappropriately out of fear that if we don’t we won’t be liked. The woman could have said:

“Good morning. I purchased a shirt here and although I followed the washing instructions it has shrunk. Here is the receipt and I would like a refund” Notice in the previous example the woman didn’t even say what outcome she wanted.

It is because we are running on a platform of ‘like me’ that we find it hard to refuse requests. We fear that if we say ‘no’ we won’t be liked. Making clear statements about desired outcomes, refusing requests, taking criticism - all these are key planks of assertiveness which we will be looking at much more closely in the programme. In the workplace we must not let our ‘like me’ platform take precedence over our competency platform. Many women find it very hard to get the balance right. We are either driven by our need to be liked, sometimes to the detriment of our performance, or we are so set on our performance that we distance ourselves from everyone and project an image of coldness and harshness. It might take us a while to weave our way through this. If you are a manager - your wanting to be liked by everyone at all times can result in failure to make unpopular decisions, failure to issue instructions, failure to refuse unreasonable requests and so on.

When I was a young school teacher I overheard two of my teenage pupils talking about me. One said “I hate her” and the other said “yes, but she’s a really good teacher”. I found it hard because I wanted to be a good teacher AND be liked. But sometimes we will be in work situations where that isn’t possible. Who knows why that pupil didn’t like me? The reality is that, try as we might, we can never make people like us. We have absolutely no control over what someone else thinks of us.
So better to constantly review our performance - am I being fair, competent, efficient, caring - and in addition - work on our need to be liked!

So let’s move on to the final block.

Let’s be one happy family

As women we have learned to be the peacemakers. We are the peacemakers between our children, between our children and our husband, between other family members. We want everything to be happy and nice (that’s the way we were brought up as girls remember?) So we have a desire to fix things! As mothers we are Queen Fixers. We make things better - we kiss better sore knees; we hug our daughter when her best friend falls out with her; we phone our mother in law because our husband won’t; we sit up all night with a sick child... Nothing wrong with any of this but we shouldn’t necessarily be operating like this in the workplace.

Sometimes, at work, we have to let chaos and conflict just ‘be’ because out of that can come great creativity. Of course we have to move in if someone is being damaged (discrimination, bullying, harassment) but if we are talking about conflict when working on a project then let’s get comfortable with it and not move in too soon just because we are uncomfortable. Let’s always assess what is best for the situation.

And we have to remember that it’s not our job to fix people. We can offer help and advice but people have to fix themselves - they are the only ones who can do it, and we don’t do them a service by trying to do it for them. No one ever learned from anyone else’s mistakes. And if we are constantly trying to fix everyone’s problems then that is how we will be seen. ‘Go to Mary - she’ll sort you out’ so here are you,
Mary, sorting out another problem which is nothing to do with you while....what exactly happens to your work...?

Being powerful is about taking control of our own lives and removing some of these internal blocks is a great place to start. But there are also things we can do proactively. We’re going to look at that next.
Stepping Into Your Power

So having removed the things that might be holding us back, what are the things we should focus on. We will consider three things here. (Of course these are not the only things but they are a good start):

- see authority in a positive way
- look at what you CAN do and not what you can’t
- like yourself

See authority in a positive way

Women sometimes have a problem with authority because we see it as authority over someone and we might have been many times in the position of the person on the receiving end of someone’s abuse of authority. We don’t want to be like that. We don’t want to treat people badly. We know what it is like to be the ‘less than’ so we steer away from a position that might make us the person in authority. It is true that being in authority means that we do have to take control in some situations but this doesn’t mean being an autocrat or a bully. We might be expected to solve problems and make decisions, take responsibility and be accountable to someone else. To run
anything well you have to take charge, and there are some women who hold back from this.

Women often take secondary roles as carers, supporters and subordinates, and therefore don’t easily see themselves in positions of authority. They feel uncomfortable in positions of power and do not put themselves forward when the opportunities are presented, or they do a manager’s job half heartedly because they do not like being the boss.

But suppose we saw authority as an opportunity to empower people who work for us and enable everyone to do their best work? We need to welcome authority and learn how to use it well. It doesn’t mean we have to browbeat others in order to do the job. There are ways of handling authority which can make the job easier and more pleasant for all concerned. Women have picked up many skills in their life experiences at getting the best out of people - raising children, managing family care situations, running voluntary activities in the community - maybe if we saw our workplaces as communities we would be more comfortable managing them with ease.

Of course we are used to seeing authority invested in men - we have a male model of behaviour in this regard. Even in the home, where we are the ones directing operations we often feel we have no authority. Many of us will be familiar with situations where we have been asking, and asking, and asking our children to do something and as we all know, children are masters at stalling when it comes to doing jobs around the house! Then the man of the household comes home, raises his voice and says “Do what your mother tells you” and the children scuttle about and do it immediately. Great! Thanks honey! So much for my authority in the home.
We are not used to seeing ourselves as authority figures and from our experience at being on the receiving end of authority we are not sure we want it either. So let’s start to see authority differently and as a positive way to bring about change and we might as well practise by taking charge of our own lives. We are the best authority on ourselves and by learning to be in control of what we do by making choices and accepting responsibility for the consequences, we will start to become confident and sure about the power that authority brings.

What’s the next thing we can do.

**Look at what you CAN do and not what you can’t**

We looked earlier in these pages at the scenario of the woman and man in an interview, and how they might respond to the same question about their skills (that neither of them had!) But let’s go further back to when you first see a job that you think you might like and look at the job description. From the stories I have heard directly (and I believe there is some research now to back this up) a guy will look at a job description and see that there is 15% of it he can’t do. He will think to himself “I can do 85% of that and I’ll learn the rest on the job. No problem”. A woman seeing the same job description and also realising she can do 85% of it will see only the 15% she can’t do, and probably won’t even bother to apply.

This way of assessing our own competence begins very early. I once had a student shadow me for a two week period. Ruth was 16 and had just taken her first major school exams. She was going to go on to study for her university entrance exams. As she accompanied me to meetings and trainings I was explaining to her about the work I was doing regarding women’s development in organisations. I told her about some gender differences I had observed and asked her what she thought. She said
that she didn’t think there was any difference between boys’ and girls’ attitudes at work. But then she started remembering - that she and her girl friends (all of them very clever as it turns out) would come out of an exam and commiserate with each other - I’m sure I’ve done badly - I missed one question at the end - I forgot to put that bit in - I didn’t do well at all. The boys on the other hand, came out of the exam room and were saying - piece of cake - that was a breeze - I know I’ve done really well.

Now the reality isn’t important (in fact Ruth and her friends did far better than the boys in her class) but what is important is that, even at this age, the boys are learning to adopt a positive approach. They are exuding confidence even if their competence doesn’t match their confidence, and by the time they get to the workplace they are unafraid about putting themselves for opportunities, taking risks and talking about their skills. Now of course this isn’t ALL boys and ALL girls but there is enough of it going on to account for why there are so few women who put themselves forward for senior positions in organisations. The people in HR say “but the women won’t apply”.

Well some of that is due to the fact that women see that the next level requires them to work 24/7, be on call permanently and not have a life....and organisations need to look at changing workplaces not trying to mould women into the male model. But some of the reason why women don’t apply for the next job is that they really don’t believe they can do it.

When I started my business over 20 years ago, I had already been a teacher for 7 years, had worked in a women’s refuge part time for 2 years, played squash for a local team, helped to care for my mother-in-law who had cancer in my home for 6 months until she died, and had 2 young daughters. My friends would have described me as strong and confident and assertive and capable. Yet when my husband suggested that I set up my own business instead of working free-lance for him my first comment was “Me? Set up on my own? I couldn’t possibly do that.” My husband
said that of course I could. And I did! But the point of this story is what my first reaction was. Why didn’t I say “Wow, that’s a great idea. Let’s talk about that” or “How exciting. What would I have to do first”. No - my first reaction was “I couldn’t possibly do that....” So somewhere along the way, confident though I was, I didn’t really have any belief in my own capabilities. That was learned. I wasn’t born thinking like that. So we are going to have to so some amount of work to rethink how we view our strengths and our skills from what we can’t do to what we can do.

We can start doing that by crediting ourselves with what we have achieved so far and always asking ‘what is really required of me now?’. You see, we are used to producing results. We produce dinners, children, Christmas, Thanksgiving, clean washing, family holidays... We are used to seeing a result of what we do - so let’s credit ourselves for all the results we have achieved, but let’s remember that at work, sometimes what is required of us is our ideas, our project management, our delegation skill - things that don’t seem to have visible results for us. How many of us look at our desk at 3pm and say “Oh my goodness look at the time - what I have done today for goodness sake...” Well, maybe you were thinking and planning about something that will come to fruition in the next 6 months - and that’s fine! It’s a result too. So instead of looking at our daily list and seeing that there is hardly anything crossed off let’s look instead at who we empowered to day, how someone or the organisation will benefit from what we have spent 2 or 3 hours doing. The higher up the ladder we go, the more we are being paid for our thoughts, our vision and our strategy so let’s not be blocked by our inner drive to produce - let’s also acknowledge our more abstract offerings as things we can do.

Finally - here’s the final action I want to leave you with.
Like yourself

I would like to bet that if I asked a woman what she didn’t like about herself she could talk for a long while... but if I asked her what she liked about herself she might come up with one or two things (and use some qualifiers like ‘quite’ and ‘a bit’) before running out of things to say or saying she was embarrassed. We are very used to focusing on what we don’t like about ourselves and the beauty and fashion and cosmetic industry can testify to that!

So before I share some ways in which you can learn to like yourself, let’s look at why it is important. If we are going to take charge of our own lives then we have to be comfortable with the person in charge! We have to trust that person and want to spend time with them. We have to approve of them. We have to like them. If we are not comfortable with ourselves how can we expect that anyone else will be? But if we do like ourselves then we’re not going to be overly concerned about others liking us. We can allow them to differ and not take it personally.

You are the most important person in your life. You are a completely unique package with skills and gifts to share with the world. There is only you who can take your particular steps and leave your particular imprint. In this you are magnificent! What’s not to like?

So here are 5 things you can do to raise your profile with yourself!

1 spend time with people who rate you

We all have people who are special to us. Women are very good at forming bonds especially with other women. We have friends who laugh with us, those who cry with...
us, those who give us advice, those we go shopping with, those we can complain to, those we go to a class with....friends who feed all the different selves we are. But sometimes we forget to see them enough! On workshops I often ask women what their priorities are. Most of them put friends high in the list. Then I ask - when was the last time you saw one of your close friends and the answers might be “oh it’s ages since I really had time to see them” or “I love them and I miss them but there’s never enough time in my life”. So the truth is then that our friends are not a priority!

Our friends can validate us. They know us inside out and they still love us. We have bonds with them that go very deep. We always feel better when we’ve seen them. So we have to make sure we see them! And when we do here is a great exercise we can do to make everyone feel really great. This is best done with close friends and in a setting where you are enjoying wine, or tea or whatever your fancy is. One of you sits in the middle of the circle and then one by one everyone says something that they really like about her. The job of the person in the middle is to look at them while they are telling her and just say ‘thank you’. There’s no discussion. Each of you takes turns in the middle and make sure that afterwards you have a note of what everyone said. I can guarantee that at the end of this you will all feel absolutely wonderful! Keep that list and look at it often, especially when you are tempted to beat yourself up, or you are having a bad day.

**2 mirror mirror on the wall...**

I suggest that you do this every day. Look in the mirror and say out loud “you are wonderful and magnificent. I really like you and I’m going to do something really nice for you today’. Then make sure you do! It might be trying a new lipstick, or watching something you recorded from the TV, or buying yourself a flavoured coffee, or
listening to some of your favourite music for 5 minutes - it doesn’t matter what it is, it’s just a way in which you can reward yourself for being the wonderful person that you are.

3 **spend time on your own**

Now if you have a busy job, and maybe have children, and maybe have other responsibilities outside of work then this might be hard. And I’ve already encouraged you to see more of your friends! But for time with yourself, we are only talking 5 or 10 minutes a day. Maybe take a walk at lunchtime, maybe lock yourself in the bathroom for 5 minutes when you get home, maybe stop at a nice spot on the way home (just for 5 minutes - come on you can do this). We spend so much of our time taking care of others we really have to include ourselves in the list! If we don’t make ourselves a priority we’ll run ourselves ragged and be exhausted. No one will care about you like you do - so show yourself how much you care and give yourself a break.

4 **drop the SOS’s**

These are the Shoulds, the Oughts and the Supposed To’s. They are the things we don’t want to do but we do because we’ll feel bad if we don’t. They are things like phoning your mother, tidying up, defrosting the freezer, visit a relative, accept an invite...the list is endless isn’t it! The problem with doing anything when we are in a mentality of “I really should...” or “I suppose I’d better...” is that we are not bringing our best selves to whatever we are going to do. Actually - it’s better not to do it at all than do it grudgingly. So we have to remember that we have a choice. Now you might say - well I don’t have a choice about phoning my mother regularly - she lives on her own and depends on my call. So then your choice is obvious - you want to call her because you recognise the impact of your call (and the impact of your not calling). So now you can choose the time and the place and phone your mum from a positive
place and do it graciously. I speak from experience here! My mother always seemed to be critical of me so I didn’t want to speak with her but it was unthinkable to me that I wouldn’t call her so when I thought the thought “I really should phone mum” I would ask myself if I could do it from a positive place - if I could do it graciously. If I couldn’t because I was having a bad day and that call was the last thing I needed, then I would wait and call another time. Adopting this strategy released me from the hook of duty and guilt, gave me back control over what I did and when, and my mother got a great call from me when I did make it. Win win!

5 allow others not to like you and like yourself more to compensate

We talked before about getting rid of the ‘like me’ block. One way to do this is to look for opportunities to practise a response if people don’t like us.

For 23 years I had purple and pink hair. Young children often used to comment on it and usually they liked it. Once a little boy looked at me and said “look at your hair”. I said “do you like it?” and while his nervous mother looked on he carefully looked and then said “no I don’t”. I bent down to him and smiled and said “well that’s absolutely fine because I like it enough for both of us”

We have power within us and we have to surface it and step into it. We have to change how we speak about ourselves, remove our internal blocks and be proactive in presenting a confident and positive perspective to the world. This is just the beginning of your journey to be a powerful woman. It might not happen overnight but remember that you might have had years of negative messages about yourself and of behaving in a particular way that has led you to become invisible in the world. It’s time to change all that - and I’ll be with you every step of the way.
Special Offer for AWR Members

If you have enjoyed the two parts of this ebook and if you would like me to accompany you on your journey to becoming a powerful woman then do consider signing up for the Reclaim Your Power: Reclaim Your Life Programme. It's a series of 8 audios full of tips and guidelines, stories and examples on topics related to maintaining inner balance as you live your life, being more successful at work, and managing all the areas of your life more effectively.

Here are some of the topics I will be covering:

- communicating positively about what you want
- managing the family differently
- how to be more visible at work
- accepting criticism without going to pieces
- the greatest gift we can give to our children
- finding your powerful place within by connecting with your spirit
- how to preserve and replenish your energy
- taking the struggle out of the juggle

and many more....
And as an AWR member you will get a 20% discount on the programme ONLY if you use the link below. When you get to the payment page write AWR in the space next to 'Coupon Code'.

I really look forward to being your mentor as you start to transform how you live your life. Sign up here for Reclaim Your Power: Reclaim Your Life Programme

Join Geraldine's FB Page for ongoing tips and inspiring short videos.
About Geraldine Bown

Geraldine Bown is the founder of The Domino Consultancy Limited, established in the UK 1986; a former President of the European Women's Management Development Network; a founding member and former VP of the European Institute for Managing Diversity and the Managing Director of Domino Perspectives Limited. She now lives in Galway, Ireland.

Geraldine's personal reputation is built on her extensive diversity expertise, her inspirational presentations and her transformational approach to training. In the past twenty years Geraldine has spoken at many national and international conferences. She has co-authored three books written for women managers, which are now translated into ten languages. She also co-authored one on managing home and work for BBC Publications which accompanied a BBC programme featuring her and her family. Her latest book is – *From Diversity to Unity: Creating the Energy of Connection*, co-authored with Mary Casey.

Geraldine has worked with women for over 20 years and was one of the first providers of training for women in organisations in the UK. She is the co-founder of The Connemara Centre for Executive Renewal and runs 4 day leadership programmes for senior women with co-founder Mary Casey from the US.
Geraldine also offers the programme as a one on one executive retreat in Ireland.

She is a speaker and workshop leader at the Women’s International Networking conference, the biggest conference in Europe for women, and was also a keynote speaker at the first Extraordinary Women Awards conference in the UK in 2009.

In the last fifteen years, Geraldine has become increasingly interested in the area of spirituality at work. She is committed to helping organisations to provide an environment in the workplace for nurturing the spirits of individuals.

Personally, Geraldine is a Reiki Master and in September 1998 was ordained as an Interfaith Minister and Spiritual Counsellor. She conducts wedding ceremonies, funerals and baby blessings for those who want to bring a sense of the sacred to special occasions outside the boundary of a religious dogma. She completed a Postgraduate Certificate in Spiritual Development and Facilitation at the University of Surrey, Management School in 2007.
Working With Geraldine

If you would like to work with me personally there are a number of ways in which this could happen.

**E-coaching**

I could be a personal coach where the coaching is done via email.

**Skype coaching**

I could coach you in person using skype.

**Executive leadership programme in Connemara, Ireland**

This is a four and a half day programme for senior women executives.

Details can be found at [www.connemaracentre.com](http://www.connemaracentre.com)

**One on one executive retreat in Connemara, Ireland**

This is an intensive one-on-one two and a half day retreat programme in Connemara using the material from the four and a half day leadership programme.

For details about any of these options contact me at:

geraldine@dominoperspectives.co.uk
Links and References

www.dominoperspectives.co.uk
For details of Geraldine’s Diversity and Inclusion work and her work as an Interfaith Minister.

www.connemaracentre.com
For details about the 4 day women's leadership programme in Connemara

www.amazingwomenrock.com
An online oasis of inspiration, fun, feel-good factor and more for amazing women and those who appreciate them. Don't be good. Be amazing!

www.winconference.net
For information about the biggest conference in Europe for women

www.unleashamazingyou.com
Resources, coaching and workshops to help you feel confident, comfortable and in control in all types of speaking and presenting situations. Make YOUR voice heard!

www.extraordinarywomenuk.com
For information about the annual awards and conference for extraordinary women