

INSPIRE

AS A FEMALE LEADER

How to be persuasive without fighting
and compromising yourself.



LUKAS TOBLER

IMPRESSUM

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Author: Lukas Tobler

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GET TO KNOW THE AUTHOR

You've probably heard that peak performance in sports isn't just the result of hard training. Elite athletes and successful individuals understand their potential, strive to push their limits further, and tirelessly work on their mindset to stay on course. I've experienced firsthand how these crucial principles of success shape all areas of life. In 2001, I reached the world's top 10 in sprint kayaking with the awareness that our inner attitude alone can change reality and give our lives a new direction.

Despite my successes, after ending my sports career, I experienced a profound low point where I suddenly didn't know how my life would continue. I was at the end and ready to give up. Only in hindsight did I realize that this pivotal experience was also a turning point, marking the beginning of a more conscious life beyond sports. At that point, I not only began to gain inner clarity and overcome my fears but also discovered my life purpose and potential. As an international speaker and consciousness coach, I've helped over 10,000 people to date expand their awareness and connect with their full potential.

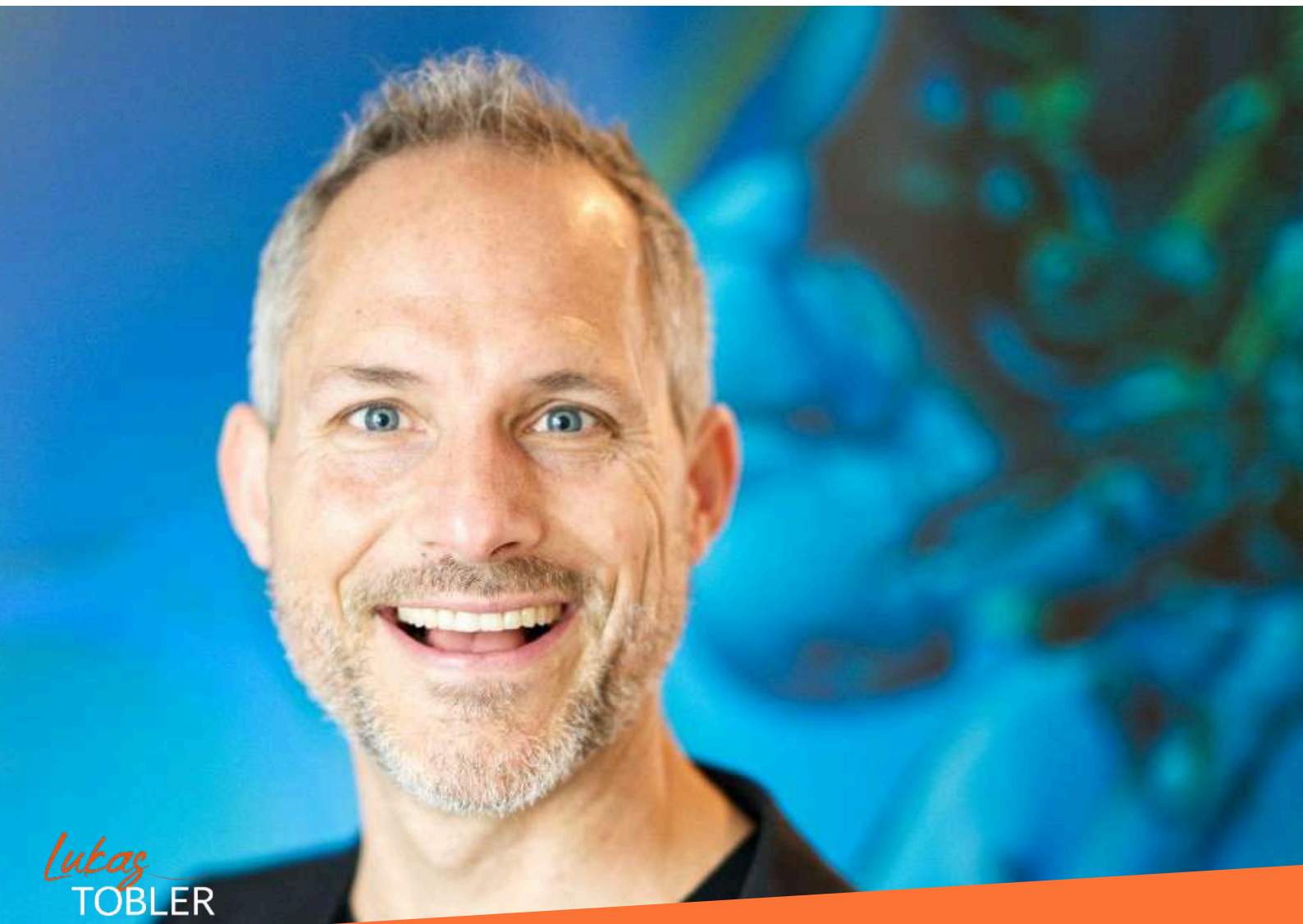


Lukas
TOBLER

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My mission is to help ambitious women in leadership positions gain profound self-confidence, master challenges and negative emotions calmly, and be persuasive without compromising their personal values. I can't simply stand by and watch these remarkable women struggle daily with doubt, overwhelm, or lack of recognition and appreciation, despite their dedication to success and desire to grow — often without the support they need.

”



IT STARTS WITH YOU



Do you also feel that as a female leader, you repeatedly face special challenges? Maybe you struggle with stereotypical prejudices, balancing work and family, or strive to enjoy the same recognition as your male colleagues. Ask yourself what you love about your leadership role and what challenges you face.

Many women have worked hard to ensure that gender no longer plays a role. However, many circumstances in companies suggest that women cannot determine their own success. You may have had a similar experience to the one described by this woman. "When I look around, I see that my male colleagues are responsible for profits and losses, while most of us women are in employee roles. After the birth of my second son, I was advised to switch to a non-operational area, which would be easier. Now I realize there is no way back to the operational area."

Gender discrimination still exists in this context, though most women are not intentionally excluded, and not all of them suffer direct harm. However, it's clear that such an environment discourages women from succeeding or even attempting to reach their full potential.

In addition to discrimination, stereotypical prejudices, and work-life integration, other obstacles play a crucial role in your success and development as a female leader. The following statement may surprise or even infuriate you: You are both the problem and the solution. Of course, this does not mean that you are solely to blame for everything or that there is something fundamentally wrong with you.

In fact, this truthful statement simply highlights that you can always have a response prepared for any situation if you begin with yourself. This step is important so that you act confidently and from a position of self-awareness - in other words, from a deep understanding of what drives you and who you really are. To grow as a leader, you must firstly know your potential and secondly develop it.



Remember: Good leadership always starts with excellent self-management. Therefore, a successful female leader knows how to influence herself first and foremost, and consequently, influences others in a positive way.

The reality is often that your existing strengths and character traits can prove useful in one task and be interpreted as weaknesses in another. As you probably realize, it is not enough to rely on your strengths alone. To be successful as a leader, you also need to develop weaknesses. This is the work that most average leaders avoid, and the reason why they never reach their full potential.



Leland Van Val De Wall put it very well when he said: "The degree to which a person can grow is directly proportional to the amount of truth he can accept about himself without running away."

Today, leaders at every level of the company are under enormous pressure to perform. Under these conditions, they often find it difficult to keep a cool head and act confidently. The crux of the matter is this: the higher you rise, the more impactful your behavior becomes, as it directly influences more people.

This is precisely where we step in, uncovering the six most common obstacles that many female leaders face. Are you curious to discover them for yourself? Keep reading!

THE SIX MOST COMMON OBSTACLES

What do you believe is holding you back the most in your role as a female leader? In a moment, you will discover the six most common obstacles and easily recognize which of them are the biggest challenges for you.



OBSTACLE #1 - NOT FEELING GOOD ENOUGH

Have you ever had the feeling that you're not good enough? I can almost hear you thinking, "Yes, of course." This obstacle affects many leaders. The feeling of not being good enough is neither innate nor true. In reality, you are good enough, but you have unconsciously and unintentionally allowed yourself to be convinced otherwise. Take some time for introspection and ask yourself who often criticized, corrected, or dominated you from an early age. These and similar behaviors have left deep imprints in your subconscious. It's like a malfunctioning computer program that is still running today.

Here's the good news: You can rewrite your existing program. However, as long as you carry the "not good enough" imprint within you, there are some key points you should understand.

The feeling of not being good enough is all about significance, i.e. the human need to be seen and heard.

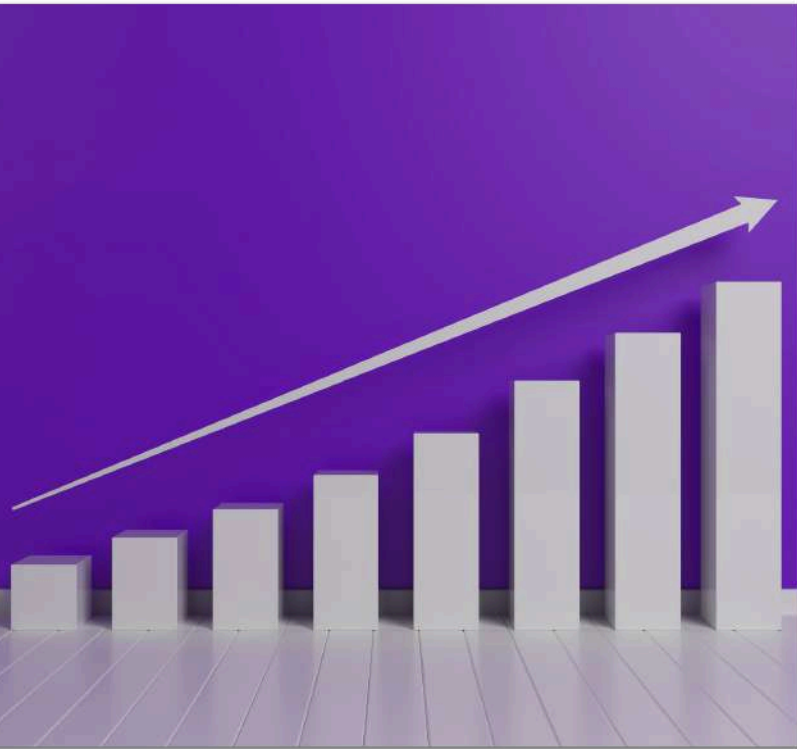
It is a universal need that can be fulfilled in healthy or unhealthy ways, with the determinant being *perceived* self-worth. Your self-worth is always 100%, but what matters is how valuable you *feel*. Let's make this clearer with a simple analogy: Just because you have apples at home doesn't mean you'll automatically eat them. You have to decide whether and how many to eat. Similarly, every day you unconsciously decide how much self-worth you attribute to yourself.



How does the first obstacle, the feeling of not being good enough, manifest itself in your everyday professional and personal life?

There are three key characteristics. The first is always putting yourself at the center of attention or seeking constant recognition, often through an arrogant or exaggerated presentation of one's strengths and abilities.

However, the belief of not being good enough also often manifests itself in those affected by unnecessary self-deprecation, self-criticism, or hiding their strengths and abilities under a bushel.



The second characteristic is a strong drive for achievement to prove to oneself and/or others that one is capable of achieving a lot. Performance is equated with self-worth: in other words, the more one achieves, the more one is valued. Have you encountered female leaders like this, or do you recognize these tendencies in yourself? However, performance is not related to self-worth; it is merely an unhealthy and futile attempt to compensate for perceived inadequacy.

The third characteristic is the inner pressure experienced by managers who do not feel good enough. This inner restlessness or anxiety often manifests as impatience, irritability, or a sense of franticness.

If inner pressure isn't skillfully resolved, it escalates into mounting counter-pressure. It can feel like navigating through life with a heavy backpack laden with stones. To avoid breaking down, you must exert increasing effort, which only adds to the burden. In essence, it feels arduous and demanding as you constantly struggle to keep going.



OBSTACLE #2 - UNCERTAINTY

Uncertainty is completely natural, as it goes hand in hand with any kind of change and progress. However, if it becomes a permanent state, it can have a paralyzing effect. The way in which feelings of insecurity are dealt with is crucial. I would like to show you three common reactions that can negatively impact your personal and professional development:

1. Taking things personally
2. Needing to be right
3. Comparing yourself with others



If you feel insecure about yourself, then one or two of these behaviors may sound familiar to you. Do you also recognize how you are unnecessarily putting obstacles in your own way? I am well aware that you are not choosing any of these reactions on purpose, as they are triggered automatically in a fraction of a second. First of all, it is important that you acknowledge your reactions.



Insecurity has a lot to do with your focus, your attitude.

You can either focus on the outside world or your inner world. If you're wondering what I mean by "inner world," let's clarify:

Your inner world consists of your thoughts, feelings, and the actions that result from them.

Thoughts, feelings and actions are the controllable parameters in your life.

Can anyone dictate what you think or how you feel? The answer is no! You can choose any thoughts and feelings at any moment, which will result in corresponding actions.

Are you questioning this statement right now because you can't believe it's actually true? That's great, because it brings us to the root of insecurity:

Insecurity arises when you focus too much on negative events in the outside world (situations, people, circumstances, resources, conditions, etc.). What would be better? Exactly, to focus on the controllable parameters!



If you primarily focus on positive thoughts, feelings, and actions, external circumstances become less significant. If this feels overwhelming right now, don't worry. We'll explain later how you can approach this step by step.



OBSTACLE #3 - SELF-DOUBT

Do you trust yourself and your abilities, or do you often doubt yourself? Self-doubt is prevalent among female leaders, and there's an interesting paradox: the better they are, the more they often doubt themselves. I call it the "high achiever" or "high performer" syndrome.

High performers not only aim higher than average people, they also stand out due to their often strong self-doubt, which hardly anyone recognizes.

Once again, the cause lies in the feeling of not being enough. I can understand this very well because, despite my success as a former top competitive athlete and now as a coach and awareness trainer, there was always a part of me that doubted myself. Today, I understand these connections and can overcome self-doubt with ease, but it wasn't always that way. Many years ago, I had no effective antidote, so my doubts eventually turned into panic attacks. Even after that, I continued to struggle with self-doubt, which manifests itself in the following ways among female leaders:

- Fear of failure
- Fear of not making it / failing
- Fear of being found out ("Imposter syndrome")
- The feeling of not being enough
- The feeling of not deserving it



Self-doubt is intertwined with victimhood. Being in the victim role means you are not fully empowered, as you rely on external circumstances or others for your success and well-being.

Many female leaders often perceive themselves as victims within male-dominated management teams. However, it's crucial to move beyond this generalization and delve deeper into the underlying dynamics. The victim role can manifest in various ways, making it essential to take a closer, behind-the-scenes look.



The victim attitude typically results in those affected either holding back or going on the offensive. Despite the apparent contradiction between these behaviors, they share a common thread: a deeply rooted feeling - and corresponding experiences - of being disadvantaged, unwanted, or at the mercy of others.

Regardless of whether, as a female leader, you try to compensate for the victim mentality by withdrawing or attacking, you will ultimately become more and more disempowered.

Instead of developing your full potential, self-doubt can intensify, leading to increased compensatory behaviors. If you struggle with self-doubt, it's essential to be honest with yourself first. Reflect on where you tend to feel sorry for yourself, perceive yourself as a victim of external circumstances or others, and where you might wish for someone to rescue you. Additionally, recognize situations where you manage self-doubt by blaming yourself, making excuses, maintaining emotional distance, being harsh, exerting dominance, or displaying controlling behavior. Understanding these dynamics is crucial for overcoming self-doubt and unlocking your true potential.



OBSTACLE #4 - LACK OF BOUNDARIES

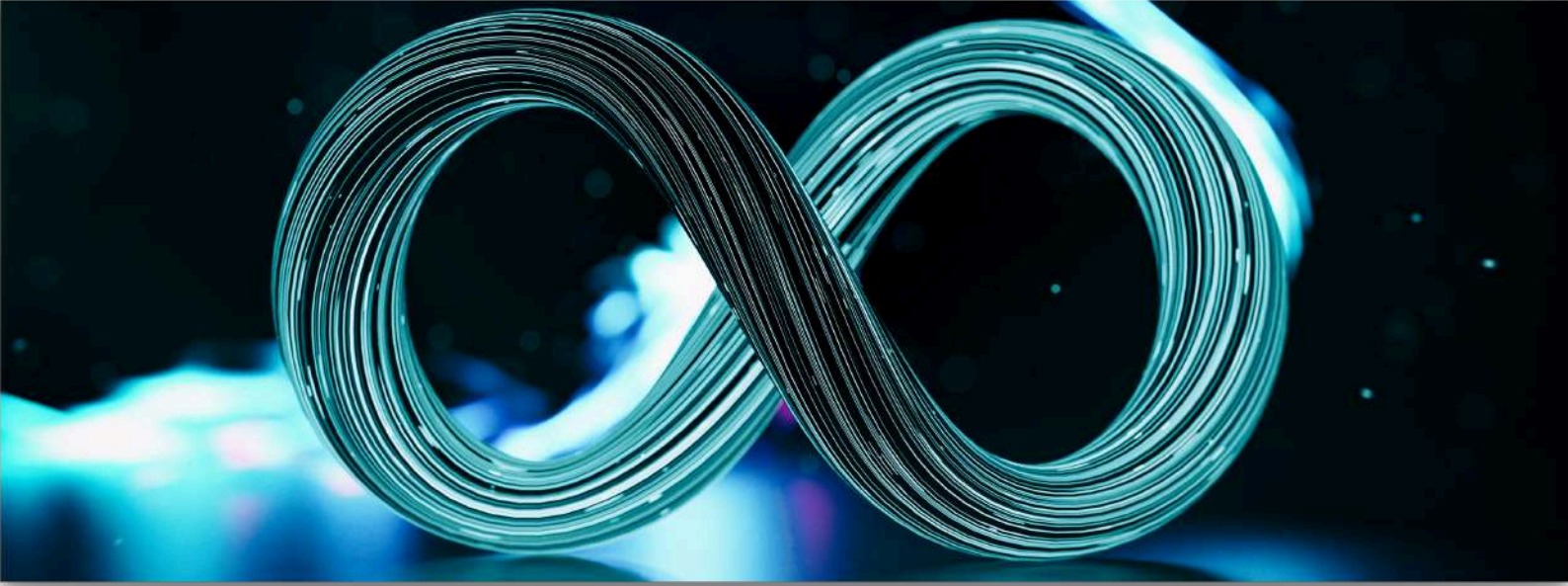
The fourth obstacle is particularly evident in interpersonal issues and conflicts, arising from a lack of boundaries rooted in personal value conflicts.

You may be familiar with this scenario: One part of you is practically screaming to express your needs, while another cautions that doing so could upset others. This internal conflict of values often results in withholding your true needs too frequently and settling for less. While resigning yourself to something may seem like acceptance, it doesn't automatically mean that you truly *accept it*.

Be honest: does it really not bother you that you don't stand up for yourself in a calm, confident way and instead adapt to avoid causing friction?

From my experience, I know that most affected individuals are far from being okay with it. Despite appearing well-adjusted on the outside, they often feel overwhelmed, unseen, unaccepted (unloved) on the inside, and they tend to bottle up their frustration. To cope with this pressure, they may vent their steam on other people—usually those close to them.

They find themselves in a crazy endless loop where they oscillate between adaptation (depression) and anger (expression). During adaptation, they feel weak inside, and when they express their anger, they gain temporary stability and certainty in an unhealthy way. Does this loop sound familiar to you?



As long as you are trapped in this loop, anger becomes necessary to prevent falling into depression completely. However, uncontrolled outbursts of anger or milder forms such as frequent criticism, blaming, complaining, or gossiping are always counterproductive in the long run.

The only way out is to create *inner stability* through a deep connection with yourself. This will empower you to communicate your needs openly and calmly, and to set clear boundaries when necessary.

This raises two important questions: How well do you set boundaries? And how do you set boundaries? Here are some reasons why setting boundaries might not always be easy for you:

- Fear of expressing your point of view / opinion
- Fear of conflict
- Fear of being criticized, judged or rejected
- Fear of hurting or being hurt
- Shame (feeling of not being enough)
- Guilt (fear of doing / saying the wrong thing)



If you find yourself experiencing one or more of these points, you are not alone. Many female leaders struggle with these fears, feelings of shame and guilt, and cope with them in various ways. Often, however, this results in not setting clear boundaries and unconsciously allowing themselves to be manipulated and/or unintentionally manipulating others themselves.



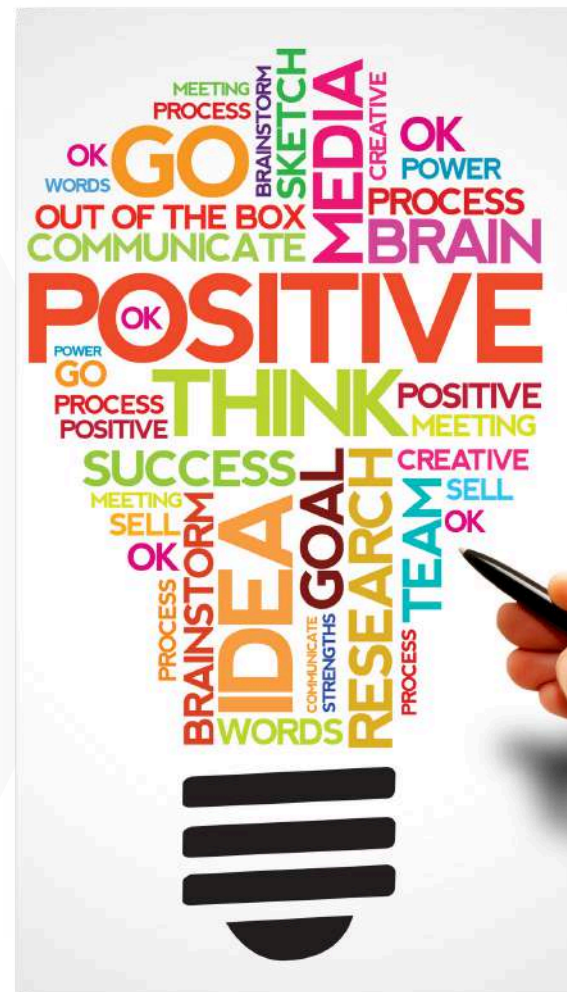
OBSTACLE #5 - DEALING WITH EMOTIONS UNHEALTHILY

How you deal with emotions is essential to your success and fulfillment, because your emotional state determines *how* you act.

Strategic thinking is undoubtedly crucial in leadership, yet influence is gained not solely through knowledge or directives, but through emotions. Therefore, emotions and feelings should not be sidelined in the business world; rather, they should be leveraged effectively and purposefully. Approaches like "positive leadership" or "transformational leadership" align with this perspective, but there are still gaps to be addressed.

As long as leadership is perceived and approached merely as a strategy rather than as an internal state, there is often a deficiency in fully internalizing leadership principles.

In other words, leaders often understand how they should lead, but they only succeed on good days with varying degrees of effort. In essence, the theory and practical implementation reside in their intellect but are not deeply internalized in their subconscious, which ultimately shapes their actions and behaviors.



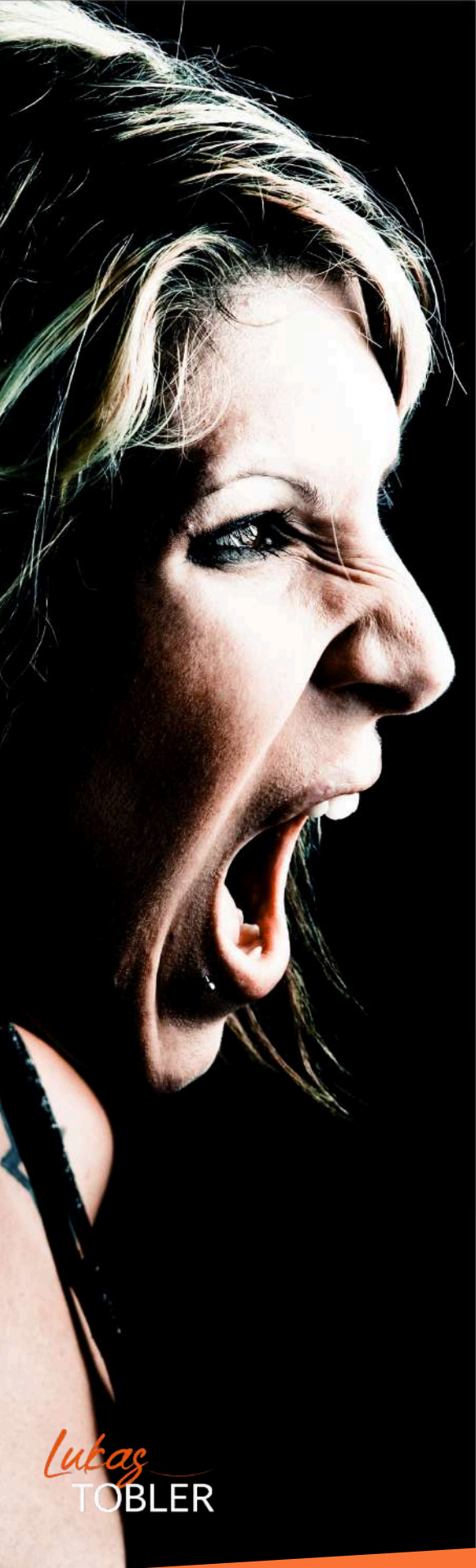
How you manage emotions and feelings is crucial for you as a female leader, as they can either hold you back or propel you forward. Let's clarify the two common approaches typically chosen.

Many female leaders avoid showing any weakness in their role by keeping their emotions in check. However, this approach can be risky because what may seem "professional" on the surface is often the suppression (or, synonymously, the detachment) of feelings.

Femininity primarily means "feeling", so suppressing your feelings can lead to disconnecting from your own femininity. This often results in exaggerated toughness, emotional coldness, and dominance. Does this eliminate the risk of being perceived as weak? Of course not!



Suppressing feelings and emotions is like a transparent cover-up. Whether you compensate with harshness or fall into victimhood, suppressing your feelings leaves them no choice but to express themselves—often inappropriately and uncontrollably.



We dissociate from feelings and emotions not only by suppressing them, but also by expressing them uncontrollably.

The intense expression of negative emotions such as anger is often a desperate attempt to assert oneself. Many people tend to take things personally and feel attacked, insulted, or ignored due to their *insecurity*. Therefore, the uncontrolled expression of intense emotions is more of a cry for help.

You may throw a tantrum, express biting criticism, cynicism, blame, or display stubborn bossiness. While this might temporarily place you in a position of (apparent) power, discerning individuals see through this façade. They intuitively perceive your fear and insecurity about losing control and react in various ways. Some may retaliate, others may withdraw, and very few will let the storm pass without leaving an impact.

In reality, by expressing negative emotions uncontrollably, we cause much more harm not only to those around us but also to ourselves, often more than we realize.

As a leader, it's crucial to understand that how you manage feelings and emotions is far more critical than you may have been led to believe. Recognize that both suppressing and uncontrollably expressing negative emotions inevitably erode trust and influence. The solution lies in mastering emotional self-regulation (psychological flexibility) which involves learning how to *transform* negative emotions.



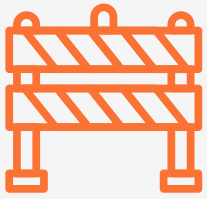
OBSTACLE #6 - ATTACHMENT

Do you sometimes find it difficult to tick things off? Or do you like to cling to objects, circumstances, or people even though you feel you should let go? Do you struggle to unwind because thousands of thoughts are constantly running through your head?

The sixth obstacle is also a major challenge for many leaders, as clinging and the inability to tick things off and unwind automatically lead to increased emotional stress. Only a few people can carry this additional burden permanently without suffering from it.

Remember: There is no way around holding on, not checking things off, or the inability to unwind—it always leads us to the necessity of letting go or to the inability and fear of doing so.







If you find it difficult to let go, then you are in good company. At the same time, you probably realize that excellent leadership often requires you to let go. If you're in this predicament, you're probably wondering how to get out of it. The first step is to recognize the causes. The answer may surprise you a little.



The causes of the inability to let go, can be found in all the obstacles we have already uncovered.

As you can see, all six obstacles are tightly interwoven. However, this also means that by overcoming one obstacle, you can make progress on several fronts. This should give you hope and perhaps even inspire you to take action. In the following sections, you will find approaches to overcoming each obstacle.

Let's summarize the six most common obstacles that female leaders should overcome:

-  Obstacle #1: Not feeling good enough _____
-  Obstacle #2: Uncertainty _____
-  Obstacle #3: Self-doubt _____
-  Obstacle #4: Lack of boundaries _____
-  Obstacle #5: Dealing with emotions unhealthily _____
-  Obstacle #6: Attachment _____

Which of these obstacles slow you down the most and by how much? Please assign a number from 1 to 10 to each obstacle. 1 = Not at all; 10 = Extremely strong. After evaluating these obstacles, what do you notice about your challenges and their impact on your progress?



OVERCOMING THE OBSTACLES

Now that you are aware of the obstacles that are slowing you down, I'd like to guide you through specific steps to overcome them. It's crucial to understand that the root cause always lies in your consciousness—how you perceive yourself and the world around you. This perspective forms the framework within which you operate. If you seek change, it's essential to initiate it within yourself to avoid unnecessary strain and achieve lasting results.



STEP #1

Strengthen your self-worth. As long as you harbor even the slightest belief that you are not good enough, you will unconsciously and unintentionally validate that belief.

Your self-worth is independent of your past. You are 100% worthy regardless of what you have done, are doing, or will do. Can you accept that? Great!

Remember the following guiding principle: "I am enough. I love myself, and I am loved."



2

STEP #2

Radical self-responsibility instead of victimhood. As pervasive and often subtle as the victim role may be, recognize that by embodying it, you are relinquishing your power to external circumstances and people. You can disrupt this dynamic by *choosing* radical self-responsibility.

Remember the following guiding principle: "I am 100% responsible for everything in my life."



It's important to remember that being *responsible* doesn't mean being guilty; rather, it empowers you to respond rather than react in any situation.

STEP #3

Focus on what you want. Everything in life has two sides: there is no top without bottom, no inside without outside, no right without wrong, and no good without bad. This raises an important question: What do you focus on most of the time?

Our focus is powerful because what we focus on expands in our awareness. Therefore, focus on what you want!

Remember the following guiding principle: "What do I really want? How does it feel to be it, to do it, to have it?"



4

STEP #4

Compassion instead of guilt. As a leader, you should learn to set boundaries without feeling guilty. Compassion is key.

As long as you feel responsible for the emotional well-being of others, you will automatically feel pity for them when they feel bad. As a result, you suffer yourself by feeling bad.

Remember this guiding principle: "I empathize when someone feels bad, but I reject pity because I am not responsible for the feelings of others."



The *most compassionate* people demonstrably set the clearest boundaries - even if they have other people's well-being at heart.

STEP #5

Transform emotions instead of suppressing them. As you know, how you handle emotions is crucial for your success and fulfillment as a leader, because emotions influence *how* you act and behave. Stop uncontrolled behavior and the suppression of negative emotions. Transform them into positive feelings by mastering your emotional self-regulation.

Remember the following guiding principle: "It is what it is. I observe without judgment."

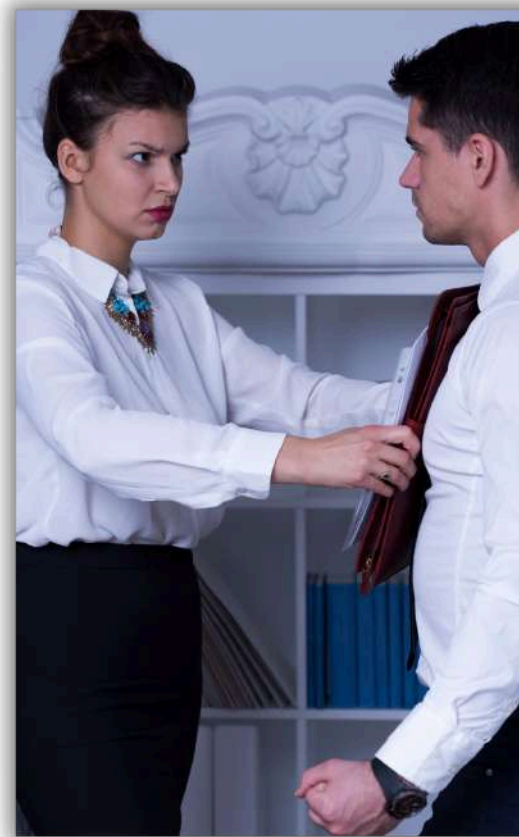


WHAT YOU SHOULD KEEP IN MIND

Finally, we will reveal some highly valuable tips that can significantly impact you as a female leader. It's about what you should keep in mind when working with male managers, team members, or board members. To gather insights, I interviewed several male managers to understand their perspectives on what female leaders should avoid and what unnecessarily strains collaboration. All of the men surveyed strongly believe that there is an urgent need for more female managers. I must warn you upfront: what follows is very direct and critical, intended to provoke thought and reflection.

AVOID EXCESSIVE DOMINANCE

Toughness and dominance are not effective ways to assert yourself in a male-dominated environment, as they are perceived as inauthentic according to the men surveyed. I understand your dilemma, as you aim to avoid appearing weak while still being taken seriously. From the men's perspective, excessive toughness often breeds skepticism, which can result in less openness and collaboration. You might interpret this as a cautious approach, which can be misinterpreted. However, it actually reflects a healthy boundary, as nobody wants to feel dominated or controlled.



Remember: with toughness and dominance, you are engaging in a battle that you can never win because you lose influence. The opposite of toughness is not weakness, but rather empathy, composure, and self-confidence. I like to say: "Toughness doesn't suit any woman."

AVOID COMPETITION

One common observation among all interviewees is that many female leaders tend to adopt a more masculine approach than any man. This "masculinization" often manifests through intense competitiveness. While men are known for their competitive nature with each other, it rarely involves real competition. Rivalry, like excessive toughness and dominance, reflects a sense of insecurity.

The consequence is unhealthy comparison and a constant need to prove oneself. If you assert your leadership in this manner, you're on the wrong path, because there will always be inherent differences between men and women. This competitive dynamic is also subtly fueled by the increasingly vocal calls for gender equality. While equal opportunities, rights, wages, and recognition for both genders are crucial, striving for absolute gender equality overlooks the natural differences between men and women.



Remember: don't compare yourself to men; instead, develop your unique strengths as a woman. The leadership level benefits from diversity, not conformity. There are already enough men in leadership positions; it doesn't need women who adopt masculine traits!

AVOID BITING CONFRONTATION



A confrontational approach has little to do with effective leadership and, according to the experiences of the male managers surveyed, it significantly hinders progress. They particularly mention behaviors like "alpha animal behavior" and confrontational, acerbic attitudes often displayed by their female colleagues in management. Sharp and pointed remarks can deeply affect even seasoned managers, and few know how to effectively deal with them.

Remember: Pressure often triggers counter-pressure, or in this case, conflict. While women generally prefer harmonious cooperation, many female leaders unconsciously and unintentionally equate confrontation with leadership. As a result, they stray further and further from their natural leadership abilities.

Avoiding conflicts does not mean that you should bottle up everything or silently stand by. It is an important task of a leader to address grievances. However, the tone makes the music. Ask questions instead of confronting, and pay attention to the way you ask them, as acerbic and sharp phrasing is often perceived as confrontational.

AVOID HIERARCHY-DEPENDENT COOPERATION

Another recurring theme in the responses from the interviewees is that female leaders often base their natural willingness to cooperate on hierarchy. In other words, they prefer to cooperate with colleagues who are higher up on the ladder of success. This behavior is not consciously cultivated by any female leader, but rather it unconsciously demonstrates power. However, this power play ultimately harms the individual herself, as by only accepting input from above, she undermines the influence and trust within her team.



Remember: Cooperation, regardless of hierarchy, is key to being perceived and treated as an equal. Moreover, your natural ability to cooperate can move mountains within your team and beyond.

AVOID ARROGANCE

Pretentiousness combined with unapproachability is another frequently chosen approach that female leaders adopt to avoid being perceived as weak, according to the experiences of those interviewed. Acting arrogantly and being unapproachable leads others to feel oppressed and rejected. Whether this oppression and rejection occurs publicly or is internalized, the outcomes are consistent: When we look down on others, we ourselves will fall. Arrogance and aloofness both indicate inner insecurity.

Remember: True inner strength and security aren't achieved by placing yourself above others or building walls around yourself, as this only makes you more fragile. You are good enough, so embrace vulnerability. This not only makes you more human but also more convincing without compromising yourself.

AVOID COMBATIVE MASCULINIZATION



This point hits many female leaders surprisingly and painfully. No woman who aspires to a leadership position decides to give up her femininity. Nevertheless, many do so unconsciously, as they often see only two paths: the *path of softness* and the *path of toughness*.

The latent fear of failing and not being taken seriously leaves them little room for maneuver. Consequently, the inner conviction grows that the more they alienate themselves from their feminine nature, the greater their chances of success. This is a gradual process dominated by silent expectations, early childhood imprints, and experiences.

This masculinization inevitably leads to an inner conflict, which later manifests itself in the external environment. To survive in this struggle, a female leader increasingly resorts to toughness, dominance, and control. This may sound exaggerated at first, but affected female leaders know the burden of this inner conflict all too well:

One part of them wants to preserve their femininity, while another part doesn't want to be brought down at any cost. The latter mistakenly believes that this can only be achieved by suppressing femininity—i.e., through dominance and toughness. Yet awakened femininity in no way stands for weakness. On the contrary, it embodies an incredible, gentle, and captivating strength that is urgently needed in leadership.

Leadership has nothing to do with a fight, nor is it based on toughness, dominance, arrogance, or control. Excellent leadership is much more about cooperation, empathy, vision, letting go, and trust.



Every man and woman possesses both masculine and feminine energies. Learn to use them consciously and skillfully. Make your feminine nature the centerpiece of your leadership role and remain flexible. Trust your intuition to guide you in determining when to utilize more feminine or masculine energy.

Remember: As a woman, you have all the potential for outstanding leadership within you. If you choose the path of masculinization, you allow this potential to wither away. By staying true to your femininity, you ensure that it thrives. So avoid:

- ⚠ Excessive dominance
- ⚠ Competition
- ⚠ Biting confrontation
- ⚠ Hierarchy-dependent cooperation
- ⚠ Arrogance
- ⚠ Combative masculinization



PERSONAL INVITATION

If you feel that your time has come to grow comprehensively as an ambitious leader, to overcome your fears and doubts, and to develop the courage and self-confidence to handle challenges calmly and convincingly, without fighting or compromising yourself, then let's talk!

Apply for a free "Gain Clarity" coaching session at lukastobler.com/transformation.

I am really looking forward to hearing from you!



LUKAS TOBLER

Keynote Speaker | Author | Coach

*«Greatness lies
in you and now
is the best time
to step into it.»*

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