

## S2: E192: Your business can only grow as fast as your identity

Hey there and welcome back to the Make Your Message a Movement podcast. I'm your host Tiffany Neuman, and if you are new to the podcast, we do things a little bit differently here. I don't have any fancy intros because I don't know about you, but I always scrub through them, so what's the point? And we don't edit because I'm a human and humans are not perfect. So setting the context with that, I am going to jump into just sharing a little bit more personally as we dive in today, because I'm always here to provide you value, to give you strategies as a trend predictor, as a brand strategist.

And one of the things I realized when I had a message last week when somebody literally said, "I didn't even realize you were married and had a husband," because I am quite a private person and I don't share about my personal life or those types of things very openly or all the time. However, we are human and I feel compelled after that comment to start sharing just a little bit more about my personal story, and I don't ever intend for this to be the Tiffany Show. It is very much about guiding you through your process, through your business journey, and providing as much value as I can in that direction. And we will get there today. But I really feel called to talk about identity because we can talk about strategy with branding and messaging and marketing all day long.

Yet one of the things I don't believe most people really talk about is the identity that's behind that. And oftentimes, especially as women, but this also applies to men if you're listening, men, is that we go through certain identity crises throughout our lives, and some of them may be very severe, some of them may be subtle, but they're all relevant. So for instance, personally, when I, you know, first got into corporate, that was a new identity. Then when I became a mother, that was new identity. Then when I left corporate, that was an identity.

When I was a professor, that was an identity. When I started my business, that's a new identity. You know, when we get married or when we move countries, whatever that is for you, we have a lot of identities. And I don't know about you, but there's been certain times where you wake up and you're kind of like, I'm not even sure who I am anymore because this version of me—there's still always that old version that you bring along. But especially as business owners, we all know that entrepreneurship is the single most deep personal development journey you can go on, right?

And so I think it applies to us more than a normie, a typical human, because we are constantly growing and evolving, and usually that's in a very positive and beautiful way. However, it can happen so quickly with transformation that we don't often catch up to the new identities. So a

little bit about my journey before I guide you through a process where we can look at yours is the fact that much of my career I was the person behind the brand. So I'm just going to skip all of my childhood and college because that is important, but it doesn't really apply here. So after college, I had an internship moved my way up to creative director, and I spent years helping brands like Burt's Bees and Adidas, so many more, become, you know, more compelling and relevant.

And I was always comfortable seeing the bigger picture, shaping the strategy, developing the ideas, and helping others communicate it powerfully. I knew how to identify what made a brand distinctive, what made it memorable, what allowed people to be super fans. I knew how to translate an idea for the market, how to create an experience that helped other people, products, and companies stand out. And then when I left and began to build my own business, something was very different. The work started asking something different from me.

It was no longer enough to be the strategist behind the scenes. I had to become visible as the person with ideas. And I've said this before, I was extremely shy as a child, and my brother teases me now. He's like, really, you're speaking on stages? Like, I can't even fathom that.

And so it, it's really a huge transformation that has happened from that kind of invisible person behind the scenes, which I was very comfortable with. So becoming the visible person with the ideas, with the podcast, sharing my beliefs, speaking on stages, you know, creating IP, building partnerships, and allowing my own name and perspective to become part of the value, right? And that's what happens when we are the face of the brand. And as my business has continued to grow, I've been so blessed because I know how to position myself and I know how to create relationships and I've done the work. I've been asked to speak on larger stages, step into new partnerships, and become more visible in rooms I would have once entered primarily as the person supporting others.

And I still, of course, that's my joy in life is to support others, to support my clients. And every one of those opportunities has been exciting, but each one has also asked me to see myself differently. It is one thing to help another person clarify their authority, shape their message, and prepare to be seen at a higher level. I do that all day long. But it's another thing to recognize when the same invitation is being accepted to you.

Now, more and more, my work is asking me to step forward too, to trust that my ideas belong in larger rooms, to allow new audiences, partners, and decision makers to see the full depth of me and my work. And to stop treating every opportunity as though it's an exception I need to earn all over again. I don't know if you feel that way ever, but sometimes it feels like, oh, that was

just a fluke that they asked me, right? Because even though it's a goal, it's been on my vision board, all of those things, Sometimes when you get to that moment that you've been dreaming of, it feels quite surreal, and that requires an identity shift. Now, what I want to say here is it doesn't mean you, or in this case that I, had to manufacture a new personality or become someone completely different.

In fact, I was just on a girls trip last weekend with friends that I've had for 20 years, and if you ask them I hope, and I think they would say I'm exactly the same person I always have been. It's just slightly different. Um, my daughter jokes— she Googled me once, she's 12, and she's like, Mom, you're famous! Because there's a lot of pictures and articles of me. And believe me, I am not really famous at all, but it's just funny when that perspective shifts and Until she did that, I really didn't ever feel any different.

But the thing is, is that we can no longer relate to ourselves only as the version of ourselves that built this business, because the next chapter of our business is asking me, it's asking you to become more visible, to become more discerning, and to be more willing to claim the authority that, in my case, I've spent years helping other people recognize in themselves, right? And you've been probably spending years developing your authority. And I really think this is a conversation that more and more of us established experts need to have. Or if you're newer in business, this is a great time to hear this message because it can really set you up for success moving forward on what to expect and how to move through these identity shifts. Because we spend so much time talking about the strategies required to grow our business, all the shiny objects, which of course are important, you know, marketing plans, offers, funnels, sales process, content, partnerships, visibility, All of those things, of course, matter, but at a certain point, growth stops asking just for a better strategy and it starts asking for a larger self-concept.

Growth often arrives as an invitation before it feels like an identity. So this is what I really want to get into today is how do we create a larger self-concept and step into this new identity? Because I see a lot of people subconsciously self-sabotage themselves because they know this big vision they have, but they're not allowing themselves or giving themselves permission to step into the new identity. And if you don't embody a new identity, most likely those invitations won't arrive. And if they do, you may turn them down, or it may not go well, or it may go well, but then you're like, oh, that's just a fluke, like I mentioned I've done in the past, right?

And when you step into that new identity, the stage you get to step on gets bigger. The partnerships become more significant. A different caliber of client enters the conversation. Maybe someone asks whether you've considered writing the book, or if you've written the book, it gives you a new opportunity to take it further. Maybe you've been asked to license a

framework or expand the company beyond what you personally deliver, and maybe be— on which you ever even imagined.

So oftentimes an opportunity appears, but internally you pause. You may have spent years saying you wanted exactly this, but like I said, now that it's here, you have to decide whether you will continue seeing yourself through the lens of where you have been or begin relating to yourself as the person capable of leading what comes next. And chances are, if you're listening right now, you've already expanded your identity many times. Again, when I look back at the beginning of my business, the ridiculously low prices I charged, the opportunities I didn't think I was worthy of, the version of me who could not yet imagine the things I've built today, it's almost hard to believe. But whether you are 3 years or 30 years into business, making \$5,000 a month, \$500 a month, or \$500,000 a month, there's always another level of identity asking you to step into it.

And the distance between the opportunity available to you and the version of yourself you still believe you are is what I think of as identity lag. So if you've been listening to the podcast for any time, I've definitely talked about this topic before. I've talked about the authority gap and how that ties into identity, but this is a new concept I've been playing with specifically around identity lag because it can show up in subtle ways. I've seen it in myself, but I've also seen it in so many clients that when the opportunity becomes real, it's, it's a big moment. So you say you want to become a thought leader, but maybe you continue introducing yourself only through the services you provide.

Or you say you want higher caliber clients, but you overexplain your value, discount the work before anyone has even objected the price, or treat every prospect as though they are doing you a favor by considering you. And if that's not you, maybe you've already moved through that, but perhaps you want to speak on larger stages, but when that invitation arrives, you wonder whether you're qualified to be there. Or maybe you want to build a team or a bigger team, but you keep behaving as though the business is only legitimate when you personally control every detail. And ultimately, we all want to be known for ideas, but oftentimes we hide those ideas inside practical tips because teaching what you know feels safer than leading with what you believe. So what happens is, is the business is trying to move forward.

I almost think of our businesses as like its own entity, an energetic entity, because yes, we are the owner, the founder, the creator, but if we allow it, it can almost take on a life of its own. I believe that our businesses will actually tell us what they want if we pause to listen, as crazy as that sounds. So if your business is trying to move forward, but our identity is still organized around what's familiar, that's causing a disconnect, right? And I wanna pause here for just a

moment and add an important distinction because, you know, these conversations about identity can easily become very simplistic. So again, identity is not the only infa— factor influencing the growth of the business either, right?

Like there is so much involved, so I wanna make sure clear that this is just one piece. And also, economic realities matter, access matters, timing matters, market demand, relationships, our capacity, our season in life, our health, our resources, systemic barriers. All of those things are real, and so those affect our identity. And they're sort of ingrained, right? And so I just want to be also very clear about that, and that I do not believe that every challenge can be solved simply by changing your thoughts, repeating an affirmation, or deciding you're ready for more, because sometimes there are actual barriers in place.

However, I do believe all of those things are important, and I, I use them myself, I control my thoughts, you know, thoughts become things. I use affirmations. So I'm not saying not to do those things, but I also want to just speak to that reality.

But what I do believe is that identity influences what you do with the opportunities that are available or that become available, because your identity may not create every opportunity just by being, but it does influence which opportunities you recognize, pursue, accept, and allow for yourself, and it influences what you believe is possible before there is external proof, how you communicate your value, what you ask for, what you tolerate, and what you do when the room I guess I would say becomes larger than the one you're accustomed to occupying. And that is why identity becomes so important as your business grows. And this is what makes it particularly challenging, is the fact that the identity you may need to release is not necessarily an unsuccessful version of you. Right? So in many cases, it's the identity that created the success you already have.

Maybe a reliable service provider, or the person who works harder than everyone else, or like me, the behind the scenes expert, or the one who says yes, over-delivers, responds quickly, and proves their value through effort. A lot of us as women I mean, I still have that tendency, um, even though I've been working on it, right? That version of you may have been exactly who the business needed in the beginning. Absolutely. You built trust maybe because you were responsive, or maybe your reputation was built because you paid attention to every detail.

Well, I don't think we should ever lose that. Maybe you won clients because you customized the work, or you created results because you cared deeply and were always willing to do more than expected. And there's nothing wrong with any of those pieces of identity. It helps you build

something meaningful. But the qualities that create one level of success can become limiting when they are carried unchanged into the next.

Being highly responsive may help you establish trust, like we talked about, but if you continue believing that good service requires being constantly available, it will become difficult to create boundaries required to lead a larger company or to grow or to scale, to make more income, more impact. Maybe customization helped you win those early clients, But if your identity becomes attached to being valuable only when you create everything from scratch personally, it will become very difficult to codify your intellectual property, develop scalable offers, or allow your team to support the delivery.

And being humble may keep you grounded, but if humility becomes refusing to name your expertise, claim your authority, or acknowledge the body of work you have built, it begins to function as self-eraser. Speaking to the choir here, ladies. Um, men listening too. I think this applies to everyone, but especially that humility piece. We've been taught as women to show up that way.

And I think there's absolutely something incredible about humility and that it shouldn't be lost completely, but it can also very much hold us back.

So again, sometimes the identity you need to release is not the unsuccessful version of you, it's actually the successful version of you who has taken you as far as they knew how to go. And that does not mean by any means abandoning who you are. It means honoring what that version built, that version of you, while recognizing that the next chapter may require a different relationship with leadership, visibility, money, support, and authority. So I personally have been thinking about this concept for quite a while, and I've come to find and see 3 identity shifts that appear again and again for experts whose business are ready to go. So I'm going to walk through those shifts now, now that we've set the context.

I've shared some of my personal story around identity, and hopefully it's really got your mind wrapped around you know, some of your identity shifts, and perhaps the next identity shift, and the fact that it doesn't mean you have to let go of all of you, right? So the first shift that I want to talk about is the shift from service provider to authority. Now, when I say service provider, it could be, you know, you're actually doing work for people, but even a coach, you are providing a service. So it doesn't necessarily mean like me, I have— we do websites, so that's a service. I'm saying that fairly broadly, but a service provider is primarily known for the work that they do, right?

But an authority is known for how they think. And that does not mean you stop delivering excellent services. It does not mean execution becomes beneath you, or that you need to turn every idea into like some crazy grand philosophy, but it means the value of the business is no longer located only in the tasks you're performing. It also lives in your perspective, maybe your frameworks, your discernments, the patterns you recognize, the ideas that you can articulate that no one else can because you've spent maybe years inside the work. So at the service provider level, the central question is typically, how can I prove I'm good at this?

But at the authority level, the question becomes, what conversation am I uniquely prepared to lead? Completely different viewpoint, right? One is really centered on demonstrating competence but the other one is centered on contributing to a point of view. And so when I speak about making your message a movement and being a thought leader and being an authority, it doesn't mean you lose that service provider part of you necessarily. Some of my clients, you know, start speaking, they're like, I'm never going back, I'm just going to speak now, or I'm just going to be an author.

And, and you, you know, that works too. But most people end up with a body of work. That doesn't mean they lose the old pieces, but they step into that authority and thought leadership in a different place. So in the last few episodes, we've talked about what it feels like to see an idea before the market fully understands it, and what happens when you stop softening your beliefs to remain acceptable broadly. And in my opinion, this is the next step, right?

You saw the idea, you created the business, maybe you're working on a new idea, you share what you believe on some level, and now you have to allow yourself to become fully associated with it in a higher level. Because you cannot build a thought leadership business while privately relating to yourself as someone who is simply 'lucky to have been invited to the conversation' or 'is behind the scenes' or 'is just happy doing the work.' Because the experience you've accumulated, the perspective you have earned, really, ultimately, you have something incredibly valuable to contribute. I know that if you're listening to this podcast. And so that is the first step, is really moving from that service provider to thought leader or authority perspective.

Now, maybe you're already there on some level, but I invite you to think about what does that next level look like for you. Maybe it's the TEDx talk. Maybe it's publishing the book. If you've already done those things, what's next? And it doesn't mean we always have to be striving for the next thing.

I'm not saying that either.

But we are creators as business owners, and what I've seen time and time again is if we don't continue to grow and evolve, we end up feeling stagnant. We end up resenting our businesses. We end up not creating the income and impact that we had hoped to because we allow the stagnation to happen. And usually that's not by choice, it happens organically. So if you're listening today and that's you, I really hope this episode inspires you to think about what is that next identity leap for you.

Now the second identity shift that I want to cover today is moving from proving to claiming, because so many brilliant experts continue operating as though their authority is— how do I say it— I guess like perpetually on trial. Again, they overdeliver, maybe, um, they think, okay, maybe I need another certification, maybe I have to go get my PhD or master's, maybe I have to do this or that, when truly they are already an incredible service provider, leader, right? So a lot of times they wait to be invited to the larger stage for the book deal, the major media feature, a prestigious partnership, or an impressive client. Before they give themselves permission to see themselves differently. But there's always another piece of proof available.

So when you grab those results, you create the results. A lot of times people— I found myself included, but I've seen this with so many clients— then you tell yourself it was a one-time exception or explain why it doesn't count. But if your identity requires continuous external confirmation, no amount of proof will ever feel complete. Claiming your authority does not mean exaggerating your experience or presenting yourself in an— as an expert in areas where you are not one. I also want to say that because we all know people who do this online, and it's scammy and slimy and not cool.

So What I'm talking about is no longer requiring a new achievement every time that you're ready to go to this next level. You don't have to keep achieving. You simply have to acknowledge what your existing body of work already demonstrates. So you do not need to wait until the room is full before you decide you belong at the front of it. You do not need to wait until thousands of people are on your list to treat your intellectual property as something worth developing, because at some point the authority has to come, like I said at the beginning, from an internal decision as well as the external perception.

But that internal decision will guide the external perception. So with that shift, I invite you to really look at, are there ways that perhaps you're still proving instead of claiming your authority? And again, a lot of the times this is unconsciously, so you may have to sit with it and think about it to see what comes up. But if you can get through that that next level identity and all the opportunities that come with it are right on the other side of these shifts. And the third shift that I continuously see is from ambition to stewardship.

And, you know, conversations, again, like I said, about identity and growth can become overly focused on being more visible, being more important, being more impressive. And that is not the identity shift that I'm talking about or that I'm interested in. It's not simply that the next version of you is a more successful person. It's someone who's capable of becoming a better steward of your message, the opportunities, your team, your community, and the impact available to them. So maybe instead of asking, who am I to lead this?

You begin asking, who do I need to become to lead this responsibly, or lead this well? And that changes the energy completely. It moves you out of that proving that you deserve recognition and into preparing yourself to serve the work well, to serve your clients well, to serve ultimately the world, because Lord knows we all need to be the change that we want to see in the world right now. So if you want a larger audience, can you hold more people's attention without allowing every opinion to change your direction? If you want a bigger team, or a team at all if you don't have one yet, can you communicate I cannot say that word.

Can you communicate clearly, delegate thoughtfully, and allow other people to contribute without micromanaging? If you want higher caliber clients, can you maintain your standards and boundaries when more money is involved? If you want larger partnerships, can you enter the room as an equal rather than immediately placing others above above you.

And if you want your idea to travel further, you want to impact more people, can you keep developing ideas after the first wave of excitement passes? Or can you keep— what am I trying to say here— can you keep the focus? I think a lot of times entrepreneurs get excited about something, they implement, they get bored, and then they start over. If we really want to build our authority, we have to stick with something more than 10 minutes. Um, I know that's not speaking to everyone, but I felt called to say it, so it's speaking to someone.

Now maybe that's you.

So again, authority is not only something you claim, it's something you become capable of holding. So the capacity is part of the identity shift too, because there's a difference between wanting a certain stage and being willing to prepare for it, or wanting a team or a bigger team to become someone who can lead one, or wanting greater visibility and building the discernment required to remain connected to your own voice while more people are responding to it. Like when you start to get haters on LinkedIn, like I do once in a while, you have to be able to deal with that and move on. And it's okay. Not everyone's going to enjoy your message.

So the goal is not simply expansion. This isn't the deep identity work where— I mean, it is a very spiritual work, but it's not just sitting and meditating and allowing the identity to unfold. It's responsible expansion, right? And this brings up— now that I've gone through the 3 shifts, the next thing that I wanted to talk about is what I call the evidence-first trap, because most of us want evidence before we change how we see ourselves. We want a keynote invitation before we call ourselves a speaker.

We want a book deal before we see ourselves as an author. We want these impressive clients before we position ourselves to attract them, which actually makes no sense. We want the large audience before we begin sharing our ideas with consistency and conviction. So basically what it boils down to is we want the business to provide proof of the identity before we are willing to act from it. But the action that creates the evidence often requires the identity first, almost always, honestly.

So I'm not saying fake it until you make it, although there's a slight element of that, right? But it, it's simply a matter as maybe pitching a talk or pitching a stage before you've truly begun seeing yourself as a speaker, or writing a manuscript because you've accepted that you are an author before the finished book exists. I can't tell you how many people— well, and I haven't written a book too, so I can't talk here— but it's simply because I know I don't have capacity. However, I've had many clients that the book is in, in their vision. They just see the book in their vision.

They're like, oh, I can't wait until I get to that point. Well, I always say this, there's no fairy godmother coming to boop you over the head to tell you that you're ready, right? So perhaps it's pursuing partnerships because you stopped assuming you're the smaller player or you raise the standard or prices because you realize that the business cannot become more valuable if you continue presenting it as though it needs to be chosen at any cost. So this is not pretending the evidence already exists or walking around, like I said earlier, declaring achievements you have not earned. It's simply acting from commitment before receiving confirmation.

I'm going to say that one more time because when I realized this, I was like, oh my gosh, that makes so much sense and I need to share it with everyone. So it's not pretending evidence already exists, like the fake it till you make it. It's acting from commitment before receiving confirmation. Identity is not pretending you've already arrived, although I do visualization where we talk about acting as if. I think that's okay.

I mean, that's in your head and it's bringing it into being in, you know, the fifth dimension in a different reality. Now I'm going off into a whole nother tangent, so we'll talk about that another time. However, Um, you know, it's not pretending, say, externally in the 3D. It is become— it's

becoming willing to take the actions required to go where you say you want to go. So I can see this again, looping back to the beginning as we begin to kind of wrap up here.

I can see this in my own life as larger stages, partnerships, and other opportunities continue to come my way. And to think, isn't it incredible that they chose me? And it is incredible. I never want to lose the gratitude that comes with being invited into a meaningful room. But gratitude and belonging can exist together.

I can be grateful for the invitation without treating it as an accident, or appreciate the opportunity without assuming everyone else in the room is more qualified. I can recognize the years of experience, client results, creative leadership, strategy, the IP that I've built, that I've built for myself and others, that helped create the invitation in the first place. And that part is claiming the identity, not becoming entitled, but becoming available to the possibility. So a larger opportunity does not always require you to become more impressive. Sometimes it requires you to stop making yourself smaller once you arrive. And identity becomes tangible through our decisions.

It's easy to talk about all this stuff in an abstract language, right? We imagine a future leader a future self who's confident, visible, well-supported, and capable of handling greater opportunity. And again, if you're listening, you're probably already very far into this journey, and that identity is not built someday, right? It's built through the choices that are available to us now. The pitches we send, the idea we publish, the team member we allow to help, the stage we decide to pursue.

Identity without action remains imagination, and that's where I see so many people kind of stay stuck in a plateau where they become fairly successful but they never really make it to the next level where they envision themselves. So action is how your new identity becomes credible to you. It doesn't mean you have to transform every part of your life overnight. In fact, dramatic reinvention be— can, can become another way of avoiding the next clear decision. Seen that a bunch of times too.

Identity often expands one choice at a time. So maybe you notice yourself minimizing an achievement, and instead you allow it to really count and settle in. Or you hear yourself saying, "I'm just..." and instead choose language that reflects the actual depth of your work.

So each of these choices that we make becomes the evidence, not evidence that you've become a completely different person, but evidence that you are expanding your relationship with who you already are. So if you're wondering, and maybe you've already pinpointed it, but if you're

sitting here and you're like, okay, Tiffany, this all makes sense, I'm following, but I don't really know where my identity lag is, or I don't— not fully sure, you know, how to go about this, I would ask yourself 4 questions. So I shared the 3 shifts, gave a lot of context around this concept. Now this is where some journaling comes in. So if you haven't already, you could grab some pen and paper or Google Doc.

If you're driving, don't do that, wait until you stop. But I'm going to walk you through these questions and you can pause if you want to, or you can write them all down and go journal after the episode is complete. The first question is, what opportunity do I say I want but continue behaving as though I'm not ready to receive?

And again, a lot of these things are unconscious at first, so that's why I want you to ask yourself these questions, because you might be like, I'm ready, I'm ready to receive everything on my vision board, of course. Um, or that I say I want. However, if you really sit with it, there may be something that pops up. So I'll just make up a few examples here. Maybe you say that you want to speak more, but you're not pitching yourself, you're not doing that work.

Well, how do you expect to speak more if you're not pitching? Maybe you say you want partnerships but you keep waiting for people to find you instead of pursuing others. Or maybe you want higher caliber clients, but your positioning still speaks to an early stage person you served years ago. By the way, I help a lot of people fix that problem. All right, second question: What version of me created the success I have, but may not be able to lead what comes next.

And I don't know, maybe I should rephrase that slightly. I don't know if it's may not be able to lead, but may not be ready to lead what comes next is probably better language.

Maybe it's the version who believes being valuable meant always being available, or the fact that you have to control every single detail and you don't want to outsource, or you remain behind the scene because visibility feels self-promotional when really it's actually serving the audience.

And I think we— a lot of us think being visible is self-promotion, but once you reframe that everything will shift. Or maybe it's the version who proves their worth through exhaustion.

And when you're asking yourself this question, I want to make sure that you don't judge that version of yourself. We've all been there on some level, whether it was something I mentioned or something completely different that pops into your mind. Trust your intuition, trust your

higher self, trust your unconscious when you get the answers to these questions, and thank them. Thank that previous identity. They helped you build what you are doing now.

And then just ask yourself, does this next chapter, does this next identity shift need something different.

Third question: Where am I asking for more proof when the real next step is a decision, right? So think about what do you already know, what has your experience already demonstrated, and perhaps what are you delaying because you believe or believed another credential, a better testimonial, an invitation, or preparation will finally make you feel ready. There may be more to learn here, but there also may be a point when preparation has actually become protection. So I want you to think about that. Can you just simply make a decision in this moment to shift into that next identity.

And then the fourth and final question for today is, what would I change this month if I began acting as a responsible steward of the authority I have already earned?

Because again, your business wants to grow. Your identity wants to shift, but we often hold ourselves back because it's comfortable. So this reframe of acting as a steward of our own authority is so beautiful. Would you send the pitch, develop the keynote, name the framework, update the website, clarify the positioning, Ask for an introduction. Create a strong boundary.

Allow your team to take on more. I could go on and on, but I'll stop there. Your next identity shift becomes real when it changes your behavior. So this last question is so beautiful because you could think about how to shift it now. And I want to be clear about one more thing as we wrap up, because this is also important.

Choosing a new identity does not mean any sort of fear immediately disappears, whether it's conscious or unconscious. A lot of the times when we make big shifts you know, there's, there's some sense of fear that pops up. So you can decide you are ready for greater visibility while a part of you still experiences being seen as risky. I was in that place for a long time personally. You can claim your authority and still feel the urge to retreat when more people begin paying attention.

You can want success consciously and still encounter resistance when that success begins to move from an idea into reality, because sometimes your mind is ready for the next level before your body believes it's safe to be there. So we're going to continue this conversation in a new and different level in the following episodes, because there is an invisible ceiling that many

brilliant people encounter that has very little to do with strategy or ambition. And we're really scratching the surface here today. So as we wrap, I want to leave you with this: the business you are building will continue to ask new things of you, not because who you are today is inadequate or not good enough, but again because Growth continually reveals capacities you have not yet needed to develop. The next version of you is not a manufactured persona waiting somewhere in the future.

It's already appearing in the decisions you know you need to make, the beliefs you are ready to claim, the opportunities you are prepared to pursue, and the work that you are being asked to lead.

You may need to release the identity of the person who no longer believes they're allowed to become more, but what opportunity are you asking your business to create that your identity is holding you back from? So I would genuinely love to hear what this episode brought up for you. What came up in the questions, how it resonated with you.

Or if your brand is still presenting you as a smaller version of the authority you've become, you can feel free to book a call with me as well. I'll put that link in the show notes, and we can talk about how to close the gap, build the strategy, the language, the identity, and the brand capable of positioning you for what comes next. Because again, your business cannot consistently grow beyond the identity you are willing to step into.

All right, wishing you a beautiful rest of your day. I'll see you here next week as we dive deeper. Sending you so much love and talk soon.