

# FINDING BRAVE

with Kathy Caprino

## Transcript

### Finding Brave Episode #7

#### Overcoming Your Biggest Blocks to Courage, with Bill Treasurer

Kathy Caprino:

Hello, everyone. This is Kathy Caprino and welcome to my podcast *Finding Brave*. I've created this show for everyone who longs to create something bold and brave in their life; to rise up, speak up and stand up for who they are and to reach their highest and biggest visions. Each week I'll be speaking with inspiring guests from all walks of business, leadership, entertainment, the creative arts and the entrepreneurial world; and they'll be sharing their intimate stories of finding brave and offer their best strategies for building your most rewarding, joyful and meaningful life, business and career.

I'm so excited you're here and even more excited to share with you our guest today, who I just think the world of, Bill Treasurer. Bill, thanks for joining us.

Bill Treasurer:

Together, you and I, we are going to find some brave. I'm looking forward to it.

Kathy Caprino:

You've already found it, my friend. You're going to give me some. All right. Let me tell everybody about you, Bill. Bill Treasurer is the founder of Giant Leap Consulting, a courage building company. I mean, how perfect is this? And, the author of five books. For over two decades, Bill has worked with thousands of leaders across the globe, strengthening their leadership impact and building their courage. Among others, Bill's clients include NASA, SPANX, Ebay, Lenovo, Armstrong Flooring, UBS Bank, Hugo Boss, the Pittsburgh Pirates, I'd love to hear about that, and the US Department of Veterans Affairs. Wow, Bill. Thank you for joining.

You know I love to tell personal stories and embarrass my guests. What I want to tell you is this. This is now 11 years ago, Bill, when I was just trying to be a writer and I had just gotten a contract for my book, *Breakdown, Breakthrough*, with Berrett-Koehler Publishers. They said, "Why don't you come to the author retreat?" It was a month after signing the contract and I remember going, "I'm not ready. I'm not an author." I walked into the room and we have such illustrious people as our colleagues in Berrett-Koehler, and you are one

of them. Here we are, 50 or 75 people, just amazing names in leadership and management and I couldn't even say a word, which is unlike me. We then got together in groups and you were at my table.

Bill, I will never forget it. What will I never forget? Just how unassuming you are, how generous, how it didn't matter to you if you were talking to someone who'd written 30 bestselling books or me, who had never written a word until then. You really were a person that I said, "Gosh, when I become an author, I would like to be like Bill."

I think what that says is we are touching people in ways we probably never even know, yeah?

Bill Treasurer: Wow. You've just made my... I think we can end the phone call for me right now, really.

Kathy Caprino: I don't think my audience would be too happy with that, but thank you for that.

Bill Treasurer: Really, it's really wonderful to hear because you never know when you might say the right thing that unlocks a person in a certain way. So many people have done that for me and been present and generous with me, been honest with me. Like you mentioned, all those cool clients I've gotten to work for. It's not that I'm so special that I impart some wisdom; it's usually the other way around. I just learn from everybody like yourself, and you're doing so many great things out in the world for careerists, and for women in particular, and for people that need more courage and bravery. How wonderful it is to hear that 11 years ago we met and here we are. We've talked a couple of times and still furthering the torch of courage.

Kathy Caprino: I love it. Well, thank you for your kind words. Let's just jump right in because you know so much about courage personally and professionally, which I think is a powerful mix. I don't think we can just talk about courage at work. Tell me how did you get into this work?

Bill Treasurer: Well, I found my courage, and mostly because I'm a big scaredy-cat. I am kind of wimpy. The long story, from way back, the origin story of how I became interested in courage is that I had a lot of stuff going on at home, and not all of it was great stuff. I wasn't a good athlete and I needed some structure, and I found springboard diving. It became my go-to sport and I became good at it.

Kathy Caprino: Oh my god.

Bill Treasurer: In Larchmont, New York in Westchester County, I won the county diving championships, three times. I got ready to go to college, and they were dangling scholarships in front of me, which was pretty cool. Except they would always ask the same question eventually. They'd say, "Bill, you're a great one-meter diver. Boy, you've got a great low board list of dives. Tell us about your high board list of dives."

Well, I didn't have a high board list of dives because I was and am petrified of heights.

Kathy Caprino: No.

Bill Treasurer: I've got a giant fear of heights. Now I had to make a decision. And so many times, as you know, courage is really a decision. It often comes down to a decision, "Will I, won't I? Can I, can't I? Should I, shouldn't I get off this platform of safety?" Whatever it may be. Or this platform of fear. And fortunately, a couple of coaches in my life nudged me into discomfort, and one of them in particular. To this day, I've never seen a diving board anywhere in the whole United States, anywhere in the world, that was built on a hydraulic lift.

In New Rochelle, New York, at Iona College, there's a diving board built on a hydraulic lift. One of my coaches down there, a guy named Kelley Durkin, moved that diving board to one and a half meters and now...

Kathy Caprino: So do you mean when it's on a lift, it can go anywhere you want it to go. Is that what that means?

Bill Treasurer: It can go up to three meters. You know how you take your car to get an oil change?

Kathy Caprino: Yeah.

Bill Treasurer: They put it up? They had the low board, and now, so I could do my dives on the low board. I was, frankly, good at it, but now, in order to meet incremental heights, he could now jimmy it up. Now he could take it to one and a half meters. And my heart was racing at one and a half meters, and now he's going over on my dives, I was getting welts on my legs, and I had a pit in my stomach, and I'm pissed at him and I don't want to go to practice. But after about 100, 200 dives, I start to get comfortable with it. After like 300 dives, I get a little bit bored.

And you know, boredom's a great clue. So, what do you think he did when I got bored?

Kathy Caprino: Up it goes.

Bill Treasurer: Moved it back up to two meters. Through this process of modulating between comfort and discomfort, I eventually got a high board list of dives and in the process, I found my courage, because I had to confront incremental increases in heights, but also in fear. And I realized if you stay with fear long enough, and if you sort of get used to it, and maybe even shake its hand and look it in the eye and earn some respect with it, you can come to master it instead of it mastering you. I ended up getting a full scholarship to college as a result of that process.

Kathy Caprino: Wow.

Bill Treasurer: It was really redeeming for me. It taught me about courage in a practical way and I'm still afraid of heights. Oh yeah, by the way, the punchline of the story is after college, through that same process of modulating between comfort and discomfort, I became a world class high diver and a member of the U.S. high diving team.

Kathy Caprino: No way.

Bill Treasurer: Traveled all around the world, diving from heights to over 100 feet into pools that were 10 feet deep.

Kathy Caprino: That is amazing. I have to ask this crazy question. This may just be too ridiculous, but the fact that it was the same board, but then could be lifted, rather than, "Oh, Bill, you have to walk over there and climb the steps to that one." Is that a metaphor for how we can do courage differently?

Bill Treasurer: I've not considered that part of the metaphor before. I think I would have to sit with that. Because what it was, it was familiar and unfamiliar at the same time.

Kathy Caprino: It's like changing one variable; height. As opposed to, "No, you have to walk over here and walk up and breathe differently because you're walking up these steps." Interesting. We'll have to think about that.

Bill Treasurer: And same pool, same smell of chlorine, same coach, same diving board structure, different height. So you're right; that's the variable that's changed.

Kathy Caprino: What a coach you had. I bet you've had a number of coaches over the years that have taught you different ways to foster bravery and courage, yeah?

Bill Treasurer: Definitely. One of my books, *Leaders Open Doors*, which is really about mentorship, I dedicated that to five leaders in my life. And I dedicated my first book, which is, *Right Risk*, which is on personal risk taking. In fact, the byline is, *Taking Giant Leaps With Your Life.* "10 Powerful Principles for Taking Giant Leaps With Your Life. I dedicated that book not to my dad, not to some hero leader, but to my first diving coach, who believed in me and helped me move into my discomfort zone.

Kathy Caprino: Oh my gosh. And look how you're helping other people do it. What a fantastic story. You know I love to get deep and go a little personal. I think you have a personal story about your daughter that helps us understand bravery and courage, yeah?

Bill Treasurer: Yeah, definitely. You mentioned before, this idea of courage is multi-dimensional. A person may be courageous in one area of their life and don't even know it, because it feels like such confidence and they don't even think about it. But for other people looking at it, it'd be like, "Oh my gosh, I can't believe you'd do that." That same person might be super skittish about something that everybody else is like, "What are you so afraid about that place for?"

Kathy Caprino: Right.

Bill Treasurer: So there is this sort of risk relativism, I guess I would say. One area of my life, here I am, teaching courage and I go around the world, I've got training programs on courage, teach leaders, and have done all the high dives and such. And then my wife and I had triplets and we lost a baby, and then we had two that were remaining; the twins, and one got super sick at the hospital in the NICU.

Kathy Caprino: Oh no.

Bill Treasurer: I fast forward that story a little bit; she has cerebral palsy and she's deaf.

Kathy Caprino: Oh wow.

Bill Treasurer: Now, with a cochlear implant, she's able to hear, which is great, because it's allowed her to get language and she'll be home from school today and we'll be laughing about stuff. She also learned to walk when she was five years old, kind of through the same process that I learned how to do a high dive; on a trampoline in the backyard.

Now think about five years old, right? Most kids learn at one or one and a half. What we did was we had her walk on a trampoline and it was just by happenstance, because I was trying to teach my boys how to be divers and my daughter, just for grins, I would hold her little waist and just jump with her and laugh. Then one day, I let go, to see, could she take a step? And she did take a step, but she failed. She fell down. And laughed.

Kathy Caprino: She laughed.

Bill Treasurer: It was great. It removed the risk. The consequences for failure were cushioned and we could transfer her from that to that. But here she is ... And here's the lesson that I got from my daughter. I continue to get lessons from my daughter on courage every day. More so than most macho, brave people I've ever met, I get it from my daughter through her vulnerabilities.

Kathy Caprino: Wow.

Bill Treasurer: It was interesting to me that she's got two brothers that like to pull her pigtails. We used to go to Carowinds down in Charlotte. I live in Asheville, North Carolina. They've got great roller coasters there. Including one, I forget, it's called "The Intimidator." It's named after Dale Earnhardt, it's huge, it's wild. And my daughter loves going on the roller coasters, more so than the boys.

Kathy Caprino: No way.

Bill Treasurer: I asked her one day, I said, "Beena," because that's her name, Beena. I said, "Beena, why do you love going on the roller coasters so much?" And she said... And she speaks a little differently than you and I... She says, "I like to get brave." I like to get brave.

Kathy Caprino: Oh my gosh.

Bill Treasurer: I loved that because she didn't say, "I like to be brave." I like to get it. It's like you acquire bravery by doing brave things. You go out and you get the brave. You don't start with the brave; you get it in the process. And that's always stuck with me as a lesson.

Kathy Caprino: It's so funny that I can't wait to learn more. I used to call this "Brave Up," my work. I was so wedded to that and about to launch this podcast, "Brave Up." I had this sick feeling that, you know what? I didn't trademark that, let me look. And someone two months before had applied for the trademark. I felt so gutted, until a wonderful publishing friend of mine said, "Can I be honest with you? I don't think brave up is the holistic thing that you represent. You don't brave up in one moment." It's what Beena said. You find it. You find it and get it. How did she know that so early on?

Bill Treasurer: Maybe it's just the simplicity of how she experienced it and that's what it seemed to her, is that not that she, she doesn't label herself brave or unbrave. She didn't say "Because I'm brave," or "Because I want to be brave." She said, "Because I get brave."

Kathy Caprino: Oh, I love it. And it's how I think we feel about it. It's getting it in a moment, in an experience. It's not the end. It's not the destination, it's the journey of it and how we lose it and lose touch with it and then it comes back in. It's so fluid, right?

Bill Treasurer: It's so fluid and sometimes it seems like concentric circles, too. I do this thing that's so petrifying for me and somehow, I do it and I find my bravery in that space and I've done the brave thing. And I rest for a minute and then I'm like, "Oh no, there's a bigger circle."

Kathy Caprino: I feel like that's how I felt with my TEDx Talk. I wanted to do a damn TEDx Talk so badly. Then you get the thing and then you do it. The only other time I ever felt like this was the first time I did therapy in front of a panel of people, supervisors. I thought either I'm going to pass out or have a heart attack, but I won't have to do this. And I did it and I did okay. When you do those kinds of things, like the TEDx Talk, it's like, "Well, I'll never have to say that this was the first time I did this."

Bill Treasurer: Right.

Kathy Caprino: But to your point, the next day you still wake up the same old person.

Bill Treasurer: Yeah. We have these bumper stickers and signs down here in Asheville. It's like an ex-hippie town.

Kathy Caprino: Oh right, Asheville's amazing.

Bill Treasurer: It's great. You've probably heard this saying, I just love it, though. It's like, "When was the last time you did something for the first time?" This idea that you find it in the firsts, right? You get it in the first. And the first today, becomes an expansion tomorrow of some other first that you're going to have to apply the courage. The good news is, though, if you get familiar with the central experience of being uncomfortable, you literally, as you know, can become comfortable in discomfort. Once you get to that place, you have more mastery of the ability to intentionally be courageous.

Kathy Caprino: I want to have you on 20 times. We have all these questions that we wanted to cover. We're going to get to them, I hope. But, can you tell me, of all the teaching, all the training, leaders in your personal life, what are the three things people don't understand? I know this is not what we prepped on, but what are the three things people don't understand about bravery or courage?

Bill Treasurer: One thing I think that's essential to understand that may not be intuitive at first, is that courage is not fearlessness. The other bumper sticker that really annoys me when I see it, usually on a truck. It says, "No fear." No fear, like having no fear is a good thing, right? No fear. I see that and it's like, "No brains."

Kathy Caprino: Oh no.

Bill Treasurer: Fear is essential for courage. There's a very good argument to be made that you're not actually experiencing courage unless there is the presence of fear there. So courage is not fearlessness at all. Courage, in fact, is fearful. When you are in the midst of a courageous moment, your knees are shaking, your stomach is writhing with butterflies, you have sweaty palms, your eyes are dilating, you're full of fear. As you know, the hallmark of fear is acting despite the fact that you are afraid. It's not being petrified by it or running away from it; it's actually moving through it. So, courage is fearful. That's one, maybe not so obvious lesson.

I think that a couple of things that I've learned over time is how central the, "mirror check," is. A lot of times we do the courageous thing, or we don't do the courageous thing because somebody else is telling us how in trouble we'll be if we do it. They are hypervigilant on the risk. "Oh, you're going to wipe out," or "I wouldn't do that if I was you." We get all the naysayers, kind of thing. Maybe we have a couple of, "yaysayers," but we get a lot of naysayers.

I think this, "mirror check," of being able to look in the mirror and say, "What's going to make me most proud of me? To do this or not do this?" Like, if I don't do it, am I going to be able to look in the mirror and hold myself accountable and say, "You know what? I can live with it, because I evaluated and I didn't do it." That's fine, if you really have thoroughly evaluated it. More often than not, avoidance doesn't leave you with a feeling of being proud with yourself.

Sometimes it is the right answer. Many acts of courage are the act of no, but sometimes it's being able to look at yourself in the mirror and say, "You know what? I'm not going to avoid this anymore. I'm going to do this." Whether it's asking for a raise or setting a boundary or saying no to somebody or doing something you've not done before. What's going to let you look in the mirror afterwards and say, "I can live with who I am because I did or didn't do that thing."

Kathy Caprino: What an interesting way to look at it. I'll often talk about the flip of that, which is ... And I interviewed the wonderful Richie Norton about, *The Power of Starting Something Stupid*; his book. He often says something along the lines of, "Many people I work with, I can't decide. I don't know. Should I? Shouldn't I? Sometimes it amounts to where will you have regret? If you get to the end of your life and you didn't do this thing, what's it going to feel like?" I think that's the flip of it, isn't it? Of what you're saying.

Bill Treasurer: Yeah. I love that idea, too, by the way. There's actually a term for it. It's called the theory of least regrets. What will you regret the least? Doing this activity and maybe wiping out or not doing the activity and never knowing if you could have been successful. And that is a good way to look at it. Every risk can be divided right in half, like taking an apple and splitting it in two. There's the risk of action and it has consequences; good and bad. And then there's the risk of inaction. The challenge with the risk of inaction is that the consequences often times are over a longer period of time, so they seem somewhat innocuous. But it's almost like gas filling up a room and it lulls you into thinking that it's not dangerous, but a lot of times that risk of inaction is more dangerous. It just takes longer to catch up with you.

Kathy Caprino: Oh, I love the way you're saying this. This is what I work with, mid-career women who are successful on the outside, but they wake up after 20 years and say, "I don't know what happened, but I am miserable." It's that slow leak. It's that slow leak of bravery being sucked out of them.

Bill Treasurer: I think 11 years ago we probably talked about this because this was the soul work of your work, of this sort of breakthrough in a person's career about not selling your soul, right? I experienced it when I was at Accenture. Great company, I'm glad I was there. I got a lot of mentorship there and many professional people I'm still connected to. In fact, my biggest career mentor is still a mentor to me, 15 years after I worked for him.

But Accenture, also, I realized contained my soul in a way that was not going to be fully expressed if I stayed there. A giant company, I was starting to feel small in. I had to make some really courageous decisions at that time about whether to... I had gotten to that place in the career like, "Is this all there is? Is this my full expression? Something doesn't feel right." And it was a values thing. I think a word that I got out of that whole experience, was congruency.



I was outside of my own values system. I had values that I espoused, but I lived them a different way than I espoused, and I realized I was not a congruent person. So, I left Accenture, started my own business, left Atlanta, moved to Asheville, which is more philosophically aligned with who I am. Now, for whatever else you can say about Bill Treasurer, and there's plenty a bad thing, I will say about myself, I'm far more congruent than I was in the past.

Kathy Caprino: Oh my god, I love it. I want to ask you another thing way out from left field. Can I?

Bill Treasurer: Yeah, sure. Of course.

Kathy Caprino: The fourth episode of this podcast was with renowned couples' therapist and bestselling author, Terry Real. Suffice it to say, I cried numerous times. Briefly, what he talks about is the patriarchal model we're living in. And under patriarchy, he calls it, there's a having process between every person, in every person, where they're separating what they think is the masculine versus the feminine. Then, in fact, under a patriarchal society, there's a hatred of the feminine. Even among women. And he talks about the final circle is core collusion, that there's some evidence that the feminine in every relationship. And it doesn't necessarily mean the man. It can be the child to the parent or one race to another. Actually it protects the masculine behavior, even if it's against their best interest.

Why I bring it up is, you know how you made a joke about no fear? "No fear. Woohoo."

Bill Treasurer: Yeah.

Kathy Caprino: What came to mind, is that can be a typically masculine belief.

Bill Treasurer: Yeah.

Kathy Caprino: We don't show fear, we don't show vulnerability. Terry's point is to be a man, is to have no vulnerability and no emotionality. To be a woman is to be weak.

Bill Treasurer: Right.

Kathy Caprino: This is how our patriarchal society views it. I've never talked to you about this, but do you see courage in a way that relates to what I just described?

Bill Treasurer: Yeah. I see it in a way different than when I started my journey into this idea of courage. There's echos, by the way, of what you say there, as you know, Carl Jung, with the whole duality piece and the shadow and this anima, animus and such. Yeah, it is sort of the classic, stereotypical idea of what it means to be a man. This loner, this individual, this John Wayne.

Now, there's a piece of it that I can embrace; the idea of moral justice that the John Wayne figure might try to come with. Then there's plenty of stuff that is repelling at the same time, like the domination of other people and particular women.

Kathy Caprino: I want to interrupt and ask you, was some of that why you left the corporate world to start your own thing?

Bill Treasurer: I think it was more because I realized that my individual gifts were being put in the service of making my bosses successful. Which is not a bad thing for a person's career. Henry David Thoreau's quote, "That most men lead lives of quiet desperation," and the piece of the quote that I love is "And go to the grave with the song still in them." And I had this song playing in my heart that was being stuffed under, and I knew that I was not being fully expressed and the song wasn't coming out, and if I stayed there it wouldn't come out. So it was a little bit more of that.

What I have found, in the time that I've been looking at the idea of courage and such that relates to what you're saying, is the idea of vulnerability. It does take courage to not have to be in control, not have to be right, not have to dominate others towards an outcome, to the idea of getting results so much, that you can't live unattached to them, and experience sort of providence as it unfolds.

Those things are classically male and they've done a lot of damage in the world. It's quite beautiful when a man can have a sense of a moral code and justice and integrity, and live within it. But power, people can succumb to the doozy, the potent drug that power is. And power, in the wrong hands of anybody, but especially a male, can be dominating and do really destructive, corrosive, long-term damaging things. In fact, I'm sort of looking at that now with a book that I'm in the midst of working on right now that I'm calling, "The Leadership Killers."

Kathy Caprino: Wow.

Bill Treasurer: And one of the killers is in vulnerability. This idea that me as leader, me as frankly, male leader, have to have all the answers and will never accept blame. Be willing to throw other people under the bus if it means my own success. But it all starts with the single most lethal killer of all, which anybody is susceptible to, but I think men in particular, hubris. The idea of arrogance and ego when it gets in the way with your leadership or anything else. If we can't hold it in check, then we are not somebody who needs to have power.

Kathy Caprino: Oh gosh, Bill. How amazing. And tell me if I'm not asking you what I need to, to make sure everyone understands. Two questions. I've dealt with narcissism in my life and I've worked with narcissists and adult children of narcissists. Do you have anything to say about narcissism as you see it in leadership and the courage to heal ourselves from that?

Bill Treasurer: Yeah.

Kathy Caprino: That's another two-hour podcast.

Bill Treasurer: It really is. I think it sort of imbues the zeitgeist of our moment, right? There's so much going on in the world, particularly in the United States, that narcissism is on our news channel every night. Certainly leadership is connecting to narcissism right now.

Here's what I think. The last book that I wrote, and I hope that you will allow me to say three letter swear word...

Kathy Caprino: Go for it.

Bill Treasurer: I wrote a book that came out this year called, *A Leadership Kick in the Ass*. The idea of the book is that any leader worth his or her salt, is at some point in time going to experience a humble setback of their own making, where they're going to bring themselves down. They're going to suffer a consequence because of their own ego and arrogance.

The coach of the Pittsburgh Pirates, Clint Hurdle, who wrote the forward to the book, who, by the way, has had his own challenges in life and namely, with alcohol. I can say that because he says that. But in the beginning of the book, he says he's learned that there's two types of leaders; those who have been humbled and those who are about to be.

Kathy Caprino: Oh, love it.

Bill Treasurer: Everybody's going to get humbled at some point. You might be familiar with Father Richard Rohr. He's a great writer. He's a Franciscan and he's a good writer and he's got some interesting theories. He says he prays to be humiliated every single day because he gets so many glowing messages of people who love his work and everybody wants to hear his wisdom. He knows that it's easy to get caught up in that marketing of yourself and that to experience an occasional humiliation keeps you grounded and keeps you so you don't float away with your own ego. To me, that mitigates narcissism.

Look, I'm prone to it. I need to have myself around somebody who will be a chief ego deflator. Somebody who calls me on my own B.S. because I'm not good at calling myself on my own B.S. I need to have people that do it for me.

Kathy Caprino: And Bill, we did a Forbes post about all of this and I have to link to that. But, I want to tell you there's been narcissism in my childhood, in my life, and I want to share this. When people do or say something that I feel humiliates me, where there's learning, I hate it for that moment. I think the Franciscan individual, nobody's skipping towards being challenged in a way that- we're not like, "Oh, that was so good." No, it's awful in the moment. Don't you feel?

Bill Treasurer: Yes.

Kathy Caprino: I don't love it at all.

Bill Treasurer: Right.

Kathy Caprino: But I'm like, "Whoa, ow."

Bill Treasurer: It hurts.

Kathy Caprino: Yikes.

Bill Treasurer: In the moment it hurts; it does. He breaks it down into three large buckets. He says that you start from this place of order, where everything feels great. "I'm cocky, I got my way, man. I got my confidence, life is good." And then I get slammed because of my own ego did something. Suddenly it upends the apple cart. Everything is chaos and I look around and I got nothing but disorder.

In 12-step programs, this is a bottom, right? We hit the bottom and you've got everything that you've scattered everywhere. And that's when you go through the dark night, right? This is where I've got to question everything about myself. I have to rearrange my ego and where's my humility in all of this? How did I contribute to this? As we put it back together, we move from... We went from order to disorder and now we go to reorder. And that's where we've come back a new, refreshed, more whole, more balanced, more grounded, and more humble through that process.

Kathy Caprino: Oh, I love it. I would say, if you can't go through that process, there's probably some narcissism within you that prevents it. And that can be healed; that's therapeutic. But it's something to know about yourself, really.

Bill Treasurer: Definitely.

Kathy Caprino: I want to say one thing, too, Bill. If you don't mind, I just wrote a post on. I'm not a fan of humility in a certain way, which is not being able to rise up, speak up and stand up for yourself, because this is what women live with. And they don't even see it. They just know they're suppressed and it happens early on and we're very used to it. I have come out and said I'm not a fan, and I want people to understand that doesn't mean that we shouldn't be intensively aware of who we are and what our foibles are and our challenges, but I do feel that women live a certain kind of humility that holds them back. Does this resonate with you?

Bill Treasurer: It does resonate with me. And there may be a little bit of anima, animus in this experience. The male experience is probably different, right? Because we might get a little caught up in our own marketing too much, whereas many women don't.

Kathy Caprino: Shun it. Shun their own.

Bill Treasurer: Exactly. At the same time, I've had a conversation with John Ryan, who's the president and CEO of the Center for Creative Leadership. I flew down to interview him two weeks ago with a buddy of mine who was a Navy SEAL for many years. And spoke with John, he's also a former vice admiral of the U.S. Navy. He was the superintendent at Annapolis and he was the chancellor of all the SUNY schools in New York. The state university.

Kathy Caprino: Wow.

Bill Treasurer: So an accomplished guy. I say all that, super down to earth, very quiet, not a showboat. He said, and he's right about this, I think; true confidence, like really true confidence, not showboat confidence, not inflated ego confidence, but when you really know yourself, foibles and strengths, then you're confident. You are fine to cheer other people on. You don't feel threatened by other peoples' success. You don't mind speaking up in a meeting because you know who you are and you're comfortable in your own skin. That's true confidence if you can get to that place. And that's a beautiful place because I think that when you have true confidence, it is a wonderful blend of humility and self-worth, that you know who you are.

Kathy Caprino: Oh man. We need more of that. We need more of that. So, I'm aware of our time, I don't want to keep you over, but what's the last thing our listeners need to know, do you think? About finding brave, about courage, about what it really is, how to get there.

Bill Treasurer: Gosh, I thought I was going to get away with just two. I've got to come up with another? No, I've got another one. I've got another. And before I do, let me just say, what a joy. I've really enjoyed this talk.

Kathy Caprino: Me too. Will you come back and back and back?

Bill Treasurer: Totally.

Kathy Caprino: Frankly, I'm going to be honest with you...

Bill Treasurer: I'm going to be your weekly guest.

Kathy Caprino: I love it. And I have to tell everyone, transparently, when I listen to you, I think, "What the hell am I doing just starting out on 'Finding Brave?' I need to take a yearlong course with you."

Bill Treasurer: No.

Kathy Caprino: But this is what we want to fight against. That, no, we all have our way. We all have our way of approaching it.

Bill Treasurer: We do. You're making such a great contribution in the world and your blogs are fantastic and I love this new concept and what you do for careers and as I say, in particular, women.

Kathy Caprino: Thank you.

Bill Treasurer: It's a wonderful contribution that you're making with the gifts that you have.

Kathy Caprino: Thank you so much.

Bill Treasurer: The final thing I guess I would say is this, I was born Catholic. It is another thing that a priest taught me and it's a good thing, I think. A guy named Father Vince, a Jesuit priest. I went through my dark night when I was 31 and I went on 11 silent retreats in that period of time. During one of the silent retreats, although it was not a moment of silence, you could meet with the priest for usually 15, 20 minutes. And I met with this priest and we had a chat and I remained friends with him for a while. He's a really good guy. He said, "Bill, you need to answer the holy question." This was when I was in my dark night. I'm like, "What do you mean?" He goes, "Bill, I'm going to tell you the four most important words you'll ever learn in the English language." He said, "Are you ready? What do you want?" What do you want?

He said, "You're going to get a lot of other people telling you what they want for you. You're going to know very clearly what you don't want. But really pinpointing at what you want and getting grounded in that and putting it up to your higher power and arm wrestling with that question and grappling with it and it's not going to be an instant answer." But that's what he calls the holy question. One step to identify it in terms of finding brave is find out what you're going to do with the bravery that you're going to aim it towards. If you're going to use this wonderful mojo called courage or bravery, for the sake of what? What are you going to use this powerful energy that exists inside you that you can muster up towards, what aim? Where do you want to go with it? How do you want to contribute? What purpose are you furthering? How does it uphold your value system? How will you apply your principles? What contribution will you make? Why do you want to use this in the first place? What is it that you want to get to? I think that's a good question.

Kathy Caprino: Wow. I think we better end there. Just doesn't get better than that, does it? Thank you so much. Wow. And how do people learn more and read your books and take your courses and how do they find out more about you, Bill?

Bill Treasurer: They go back to the blog that you and I did.

Kathy Caprino: I will definitely link to that.

Bill Treasurer: Good. [Couragebuilding.com](http://Couragebuilding.com) is the easiest way to find me.

Kathy Caprino: Great.

Bill Treasurer: [Billtreasurer.com](http://Billtreasurer.com). Go to your online bookseller, look up Bill Treasurer, you'll find my books and such. Send me an email; [btreasurer@giantleapconsulting.com](mailto:btreasurer@giantleapconsulting.com), I'd love to hear from them.

Kathy Caprino: Wow. Thank you for joining. I know that it's been a powerful talk when I feel almost dizzy. Dizzy with so much to think about, right?

Bill Treasurer: Oh, I had a great time. And it's such a great subject. It's evergreen. Thanks for inviting me too.

Kathy Caprino: That was beautiful. Thank you. Come back again, Bill.

Bill Treasurer: Will do.

Kathy Caprino: Can't wait to read your next book.

All right, everybody. Thank you for finding brave and joining us. Let us know what you think and how about answering the question in my Facebook group; what do you want? Will you do it? And maybe Bill and I will jump in there and respond. Thank you, everyone. Have a wonderful, brave, week. See you next time.

Thanks so much for joining us today and please don't forget to check out [findingbrave.org](http://findingbrave.org) for more programs, resources and tips. And tune in next time for your weekly dose of *Finding Brave*.