

Virtual Campfire EP336

Take the Courageous Leap

Transcript

Bill Harris [00:00:00 - 00:00:07]

And at a certain point you have to say you're either going to trust it or try it, try it and fail if you have to, but try it.

Tatiana Poliakova [00:00:08 - 00:00:17]

And then I realized I just had to choose the joy and passion above the comfort.

Tony Martignetti [00:00:18 - 00:01:03]

Maybe that's what the courageous leap really asks of us. Not, can I guarantee this will work? But Which possibility am I willing to trust enough to explore? Around every campfire, stories have shaped who we've become. They remind us we're not alone. They challenge the way we think, and sometimes they change the direction of our lives. Welcome to this special series of the Virtual Campfire. I'm Tony Martinetti. Together, we'll explore powerful conversations Inspired by the themes of Campfire Lessons for Leaders, uncovering the moment of transformation, courage, and growth that shape who we are and who we become. The fire is lit.

Tony Martignetti [00:01:04 - 00:02:05]

Let's gather where stories spark transformation. There comes a point before almost every meaningful change when we find ourselves standing between 2 worlds. Behind us is what we know, the job, the identity, the routine, the security. Ahead of us is possibility, but possibility doesn't come with guarantees. And that's where courage enters the story, not because courageous people somehow know everything will work out. Usually they don't. They simply reach a moment when staying where they are begins to feel more costly than discovering what could happen next. Today, we're exploring those moments when preparation becomes trust, when intuition becomes action, and when we finally become willing to step beyond what is familiar into what might be possible.

Tony Martignetti [00:02:07 - 00:02:57]

Our first guest has made several significant leaps throughout his career. Bill Harris grew up in Northern Vermont, became an architect, built his own firm from the ground up, eventually joined one of the, the world's leading design firms, and later stepped into leadership of its New York studio. Looking backward, the path can appear almost inevitable, but it wasn't. Bill's story is really a series of moments when he had to decide whether to remain with what was working or trust the possibility of something more. And

his first major leap began with the realization many of us eventually encounter. The place he was in wasn't bad. It simply wasn't where he wanted to stay. Here's Bill.

Bill Harris [00:02:58 - 00:04:01]

So in your introduction, you described sort of where I am now and that I had started my own business. I did that because I had a vision of something that I wanted to accomplish that I couldn't quite do where I was, right? And it wasn't that it was bad where I was, but I wasn't in alignment. People didn't share my enthusiasm and excitement for opportunity and for innovation. And also, one of the things that's a real challenge in architecture is being able to respond to 2 masters. There's the design muse, And then there's the financial driver, right? And we have many, many architects out there who, you know, they're starchitects and they create beautiful work, but could care less for the client, for the operation, for— I don't want to brand every use of starchitect, but you know what I mean, for the extreme. And then there are architects out there who can deliver super economically, but there's no vision. And I just believe that you can and should have both. You should be able to do both.

Bill Harris [00:04:02 - 00:04:53]

And so when I left my employer at the time in 1989, it was because I really wanted to do that. I wanted to accomplish that mission and to move it forward, and I just didn't see a path there. And so I made the move. I wasn't intending to start my own business. I was actually in a sort of holding pattern between jobs because I thought I didn't want the responsibility of starting my own business really. But I had a friend who was an industrial designer and he was doing, they were dabbling in architectural work, which I thought was, and I love industrial design, graphic design, packaging, everything. And I remember going to their company holiday party and they were boasting about some interior design work that they were doing for a retail company. They were reinventing Au Bon Pain, right? So there was a point in time when Au Bon Pain was a conventional across-the-counter kind of business.

Bill Harris [00:04:53 - 00:05:09]

And then they went into this sort of self-serve mode. That all was invented by this industrial design firm. And then they were doing other work as well. And I thought, well, gee, they sort of, you know, they're getting into my business. Wait a minute. I could get into theirs. Maybe I could, you know, work with them. And it sounded very exciting.

Bill Harris [00:05:10 - 00:05:27]

So we sort of tried a project together and it was very successful, but it led to 2 surprises. One is that I was at that point doing it on my own, sort of freelance. I had left my business, my former employer. So 2 surprising conclusions. One is that I actually enjoyed working on my own.

Tony Martignetti [00:05:28 - 00:05:29]

Yeah. Yeah.

Bill Harris [00:05:29 - 00:06:04]

And the second was that I could, you know, that I could actually do it. And it's not that I knew all of the bits and pieces that were required, but the parts that I didn't know happened to be parts that were easily procured through other consultants or people who could support me. And the parts that I both enjoyed and turns out was reasonably good at were the parts that are harder to obtain from a third party. And so that led me to realize that I could maybe make something of going out on my own.

Tony Martignetti [00:06:06 - 00:06:44]

Sometimes we assume a courageous leap begins when we leave something behind, but often it begins earlier with desire, an idea, a picture of something we can't quite create from where we currently stand. Bill wasn't running away from something terrible. He was being pulled towards something that felt more aligned. But desire alone doesn't make the decision easy because eventually possibility collides with reality, money, responsibility, risk, and the question every leap eventually asks: what if this doesn't work?

Bill Harris [00:06:45 - 00:06:52]

So jumping off is about 2 things. One is it's about sort of being pulled by desire, and it's about being pushed by some motivation. Right?

Bill Harris [00:06:53 - 00:07:46]

So I had been with the firm I was at for 7 years, and you get to the point, and I had, you know, risen and had a title and so forth, but you get to the point where you say, are these the people that I want to be with forever? Or is this the— do I feel like I can exert the control and influence that I want to exert? All those things. And I realized that was a very easy thing to realize that I loved the firm. I loved the people, but I knew it was not long-term. I just knew it. It just, you know, and it didn't take a lot of effort to figure that out. The effort was what was next, what was going to pull me next, right? And so I did have this opportunity to take a pause and say, well, I've got, you know, I've got this little thing on the side. I can work with this few little things. So, you know, doing sort of freelance work as an architect, especially when you're earlier in your career, is not an unusual thing to do.

Bill Harris [00:07:46 - 00:08:52]

So felt like I didn't have to go from job to job. I could fill a gap a little bit in between. But then it didn't take me too long to realize that I sort of liked the independence and that I thought that I could do it. And so then I started asking everyone for advice, right? Oh, how do I do this? How do I calculate it? Do I know if I could do this? And 2 things, but I went to my accountant, right, at the time, and I said, described where I was and what I wanted to do. And he was actually the first one who gave me the advice about identifying what it is I either don't do well or don't want to do. And if that's the peripheral support stuff that I can outsource by either hiring or hiring consultants or hiring more people, but the key stuff that I like to do is the fundamental essential stuff, then I should feel empowered and able to do that because I can always buy the support, right? And that worked out well. And then the other half of it was all of the calculations about how many months could I go and how much work would I need and this and that. And my wife and I did calculations endlessly.

Bill Harris [00:08:53 - 00:09:14]

And then we said, you know something, they're not going to give us the answer. They're just not. And at a certain point, you have to say you're either going to trust it or try it. Try it and fail if you have to, but try it, give it a whirl. And that's what happened. And, you know, it was great. And then I remember going to my wife and saying, you know, I think I have to hire someone. And she said, oh my God, we can't do that.

Bill Harris [00:09:14 - 00:09:38]

You know, We have to share the money that's coming in. I said, no, no, this is what happens. You see, you get more people working with you and then they generate more money. And so, so that worked out well. And she learned that lesson. She, as you said in your intro, this all happened at the same time that we had been looking for a couple of years for a house to move from an apartment to a house. And that happened right at this moment. My wife got pregnant right at this moment.

Bill Harris [00:09:38 - 00:09:44]

So, and, you know, everything changed at once in less than 12 months and we never looked back.

Tony Martignetti [00:09:46 - 00:10:08]

I love that distinction. The calculations mattered. The planning mattered. The advice mattered. But eventually none of them could make the decision. And perhaps that's something worth remembering. A courageous leap doesn't mean ignoring risk. It means recognizing the moment when more analysis is no longer reducing it.

Tony Martignetti [00:10:09 - 00:10:15]

Eventually, you either trust what you've learned about yourself Or you remain standing at the edge.

Bill Harris [00:10:18 - 00:11:05]

So I got my pick of some really phenomenal people. They helped grow the business. And then comes 2010, 2011. We were coming up at the end of our 5-year lease on space, space that was designed for a maximum of 20 people. We had 35 people in there. So I was starting to look at new real estate and lease space and realizing that my overhead was going to climb dramatically. Also, I was the only ownership of my firm, and although I had some really talented people, I didn't see immediately a clear succession plan. And so I was prepared to grow the firm and to take that extra leap.

Bill Harris [00:11:05 - 00:11:53]

But about that time, I got a call from Perkins & Will. And it was, they had a new managing director, Robert Brown, in the Boston studio. And I knew Robert. And he approached me and basically said that they saw a future in this life science stuff. They didn't really have it in their, in the Boston office at the time. They had some academic science, but not commercial

science. And he invited me to come in with my whole practice and lead the science team within the Boston studio at Perkins& Will. And that did not take a lot of time for me to think about because in the same way that 23 years earlier, I had a vision about what I wanted to do and needed to find a platform, a better platform for doing it.

Bill Harris [00:11:53 - 00:13:00]

I was also at that point, there were the business aspects I talked about in terms of lease and overhead and, you know, people and all that. But I was also at the point where I was interested in taking on larger projects, more interesting, more complex projects, and Perkins& Will offered the platform to do that. And if they had not offered me leadership of the practice, it would've been very different because I have too much of an entrepreneurial bug, you know, to sort of not have the ability to influence and grow something. But they offered that and I left behind the management and that was a little bit of adjustment. You know, I was no longer the king, but by the same token, I gave up a lot of other responsibilities that I had that were okay to give up. And then 5 years passed, and the CEO of Perkins& Will called me up and asked me if I'd be interested in moving back into a management position and running the New York studio. And that took me about maybe 3/4 of a millisecond to figure out my answer on that one. And again— You saw it.

Bill Harris [00:13:00 - 00:13:33]

Yeah, for all the same reasons, the platform and the opportunity. And just, every so often, I have to sort of laugh. think about what my father would say, because my father would have loved to be in New York City. He would've loved it. He was a born and bred Vermonter. He never would've done it really, but he would've loved it and really respected it. And you just sort of look at the arc of one's life and how things connect in the direction that they go in. And, you know, it's not a coincidence because I think one has to be open to these things.

Bill Harris [00:13:33 - 00:14:10]

You have to see the opportunities, you have to be attuned to them. But it is interesting how all these things sort of circle. Even the things that, you know, if I made missteps along the way, they sort of formed me for the next, you know, the next corner that I had to turn. And I can say pretty conclusively that there are no regrets in the moves. There were no regrets in going out on my own. There were no regrets in joining Perkins& Will. And no regrets in going to New York. I mean, it's all been exciting and every promise of opportunity has played itself out.

Tony Martignetti [00:14:13 - 00:14:57]

Bill's story reminds us that courage doesn't require abandoning practicality. We can calculate, prepare, seek advice, build support, but eventually preparation reaches its limit and something else has to enter the decision. Trust. Our next guest has learned that trusting ourselves requires something many of us struggle to do: slow down, listen, notice. Because sometimes the opportunity that changes our lives isn't the one we planned for; it's the one we almost missed. Here's Tatiana Polyakova. Tatiana Polyakova. Grew up behind the Iron Curtain.

Tony Martignetti [00:14:58 - 00:15:30]

From an early age, she learned what it felt like to have other people make assumptions about what she could or should do. That experience helped create enormous perseverance. She became accomplished at pushing, achieving, proving, and making things happen. But over time, she discovered another kind of courage. The courage not only to push forward, but to stop long enough to hear where life might be inviting her next.

Tatiana Poliakova [00:15:32 - 00:16:51]

It was actually at a time when Soviet Union just broke down, and that's why there was an opportunity also for me to study, because the study, uh, of international economic affairs, normally only majority of places were given to men. Because after the study, one would go and work abroad and women wouldn't go on their own to work abroad. Supposedly that was a rule in Soviet Union, right? So I had this opportunity and also because Soviet Union broke down, there was also, I remember this foundation from Germany came to interview people in our German group to potentially get a scholarship to study in Germany. And believe it or not, in this German group, there were 10 of us and there were 7 boys and 3 girls. And all boys were invited to the interview and all girls were not. So when I asked my wonderful German teacher, what's the reason? She said, well, don't you need to think about settling your private life first? I was 18 at the time. I definitely didn't think about that. And it's interesting, in the same fashion, it really was a flashpoint because it set me on fire.

Tatiana Poliakova [00:16:52 - 00:17:24]

I was like, no way somebody will decide whether I can go to the interview with the foundation or not. I am going to find my own scholarship. And of course, it's not this lady's decision, this teacher's decision. It probably was official policy. So I basically decided that's what I'm going to do. So I sent many, many applications to all the different places in Germany. I sent so many letters and I had so many conversations. Talk about collecting nos.

Tatiana Poliakova [00:17:25 - 00:17:47]

And actually it just felt, yeah, what do I have to lose? Nothing really. I just keep on collecting, you know, at that time collecting nos actually. Was relatively easy. And I had this flash behind me, you know, to put again, to prove something, right? And then eventually one scholarship gave me a scholarship to study in Germany, what was absolutely amazing.

Tony Martignetti [00:17:49 - 00:18:23]

Tatiana's first instinct was action. Someone closed the door, she started looking for another one. And that perseverance would serve her again and again. But there's an interesting danger in becoming very good at pushing forward. Sometimes we become so focused on reaching the destination that we stop noticing what's happening around us. And Tatiana's next turning point begins with something far less dramatic than a rejection: a stranger sitting beside her on a train.

Tatiana Poliakova [00:18:25 - 00:19:21]

I guess in that, in that really. important flashpoint that was also still relatively early in my journey. And it was so important because, as you highlighted, I have a strong perseverance, right? And that's how I was creating things in my life. So I got this opportunity to interview for a management trainee program at Dresdner Bank, and I was very young still. And actually they were open to interviewing me with my Russian degree, even though I was studying in Germany, where everyone else would be like 6 to 7 years older. Many Germans would have already PhD who would go for that process of selection, and they have never ever had anyone from former Soviet Union bloc and such type program. And I remember I was on a train to go for this like selection day. It was actually 2 days.

Tatiana Poliakova [00:19:22 - 00:20:24]

I surrounded myself by books sitting on a fast train going from Hamburg to Frankfurt. Well, it wasn't actually that fast at that time as now, so it was enough time to have that conversation, which I will just describe. And I was reading those finance books and there was this nice elderly man sitting next to me and he says, oh, I see you're reading a lot of finance books. And I said, yes, I have this very important interview and I was getting a bit irritated that he's distracting me. And he says, do you know what? Can I just give you please an advice? You know, there is another cabin that is like, we can have lunch there in a cafe and we can have a conversation. And I guarantee you this conversation will be more important for you than those books. And normally my normal tendency, I really wanted to say no. But luckily in that moment, I listened to this sense of intuition within me and I went and had this lunch with him.

Tatiana Poliakova [00:20:25 - 00:21:15]

Oh my gosh, Tony, it turns out he was the CEO of some Mittelstand German business and he prepared me for that interview. It's almost like as if he knew what they will be asking me, how I should respond, how I show up. And literally he coached me during this 1 hour in authenticity, in courage. I mean, I didn't know those words and those forms at that time, but that's what happened. And I still remember because he was going down to Stuttgart and I still remember me exiting the train and him kind of wishing me goodbye. And at those type of moments, I know I wouldn't not get that job. That position without that encounter.

Tony Martignetti [00:21:16 - 00:22:00]

I just, I, I'm in awe. I'm in awe because that story is powerful for so many reasons. But like when you open yourself up to something like that and, you know, the possibilities that really can transpire from just one conversation and having the courage to do that, because ultimately you could have said no, you could have said, no, I don't wanna be distracted. I'm doing the work. I'm doing the work that I need to do. Don't break my concentration. But instead, you saw that intuition was telling you something else, and it opened up a door to something even bigger. I think so many people go through life and they don't look at the clues and, you know, the clues that intuition leaves.

Tony Martignetti [00:22:01 - 00:22:04]

And instead, they just head down. They say, I'm doing this. Don't bother me.

Tatiana Poliakova [00:22:05 - 00:22:30]

You are right. And probably there would be some many occasions in my life where I went more into habitual behavior of just pushing and persevering. However, at that moment, I was able to connect with my intuition and actually ability to connect with, connect with the intuition and notice those moments which life presents to you. It's kind of noticing those opportunities. It's also a muscle that we can develop.

Tony Martignetti [00:22:31 - 00:22:31]

Yeah.

Tatiana Poliakova [00:22:32 - 00:22:39]

So now I'm more consciously looking for such type of situations and helping my clients to do the same.

Tony Martignetti [00:22:39 - 00:23:26]

Yeah. I'm so glad we kind of stumbled onto this because this is an area that has been brought up a couple of times on the show is that, you know, intuition is a muscle to be built and it's part of like preparing yourself to listen, but it comes through having experiences, building up experiences and Seeing where they can help to build that muscle to the place where they say, yeah, my past experiences are telling me that this is the time for me to listen. Maybe in the past I wouldn't have listened because I haven't been able to really see that I can trust that. But now I'm at a place where I know I can trust that and I can step into this. And even if it is wrong, I know that I have a way to come back. from the misstep, if it is a misstep.

Tatiana Poliakova [00:23:27 - 00:23:34]

Yeah. It's also about giving to ourselves the permission to slow down and become aware of that.

Tony Martignetti [00:23:35 - 00:23:36]

Yeah, that's very true.

Tatiana Poliakova [00:23:37 - 00:23:58]

So often we're, you know, like me on a train, then, oh yeah, all those books, or sometimes it's all those to-do lists. And we don't allow ourselves to stop, to have this perspective and also to realize even sometimes that, you know, actually what's happening right now. there might be some hidden opportunity there if I just start looking at that.

Tony Martignetti [00:23:59 - 00:24:41]

I feel like you're just talking to me directly, and this is exactly the kind of thing that I always find myself stuck in, even today. Sometimes you just, you know, as well-intentioned as you are, sometimes you find yourself stuck in those patterns of, oh, here I am, I'm doing, I'm doing, but wait a minute, I know better than this. There are courageous leaps we plan for,

And then there are moments that simply ask whether we're paying attention. Tatiana could easily have stayed with her books. It would've been the logical choice, the responsible choice, the prepared choice. Instead, she noticed something and trusted it. That's a different kind of courage, not forcing the next step.

Tatiana Poliakova [00:24:43 - 00:25:41]

When I look back, when I was at Columbia Business School in late '98, '99, Believe it or not, I didn't want to attend any classes which didn't have formulas in them. So of course, you know, I had to go to human behavior class to get my pass, to get my best grade. I thought it was a waste of time. I thought if it doesn't have Black-Scholes formula, if I cannot put it in numbers, what's the whole point? And that's what I'm paying money for. And I remember all these debates with people who had different views at that time. And then roll it 20 years forward, I was in totally different place because what I realized as I was growing in my leadership positions in finance, what I realized that actually, yes, of course, technical skills are important. It's just the door opener. What is much more important, it's the ability to connect with other people.

Tatiana Poliakova [00:25:42 - 00:26:45]

It's their ability to build networks. It's ability to empathetically connect with people and to really be aware of our own needs and being able to ask others for their needs and then make agreements on the back of that. And actually I was lucky in a way because in one of my more later positions in the city, My manager had a lot of challenges in his private life. And also, you know, I was on the trading floor and with some leaders in investment banking, he had some challenges. And it's often that people during my career would come to me to have a conversation about some situation. So literally, I almost started coaching him without realizing it. So sometimes, you know, we would spend even a couple hours. having this conversation until I realized, I was like, my gosh, I cannot do my work, raise my children, and spend so much time coaching my manager.

Tatiana Poliakova [00:26:46 - 00:27:26]

So I actually literally found him a life coach and signed him up. However, I'm very grateful to him for this opportunity because it's really made me think about human behavior much deeper and also think, my gosh, Here we have highly successful guy. Well, outside successful. Yes. And so much pain inside. So what is it actually that drives people and creates this outward success, but actually depleting themselves inside? And what like literally differentiates the success empty people from successful?

Tony Martignetti [00:27:27 - 00:27:27]

Yeah.

Tatiana Poliakova [00:27:28 - 00:27:40]

How do we build that life that gives us fulfillment and gives us the feeling that we are making impact and helps us grow in our connections?

Tony Martignetti [00:27:41 - 00:27:57]

Yeah, that's beautiful. And so that's really what drove you this, because you felt as though you had this connection to the need to make more of that happen. So you kind of maybe outgrew your container.

Tatiana Poliakova [00:27:59 - 00:28:50]

That's exactly what happened. And also when I was in trading floor initially, I had a lot of adrenaline from closing the deals. And at some point, this adrenaline, it probably was happening parallel, the adrenaline started disappearing. So now I would close \$10 million deal and actually I don't feel excited anymore. And I remember I was calling one of my clients who was like major hedge fund guy and trying to discuss with him various, you know, loans we had on offer and companies we were financing. I literally was laughing and I said, so we have some potatoes and we have some apples as well. And he, and he's like, what are you talking about? I literally felt that all the structured products, they felt to me at that moment as potatoes and apples. And actually that moment of realization, I was making it as a job.

Tatiana Poliakova [00:28:50 - 00:29:35]

It clicked. Oh my gosh, I'm not excited with it anymore. And actually what excites me is to understand what drives people, is to understand how to support them in leading this fulfilled life. And of course it wasn't like such a straightforward decision because I had such a comfortable position at that time. I was managing director on a trading floor. I think in the front office at that time, there were only 7 women managing directors among the 300 men in this organization, right? And I worked 4 days a week. I was able to get promoted to managing director while working 4 days a week. So it felt like super cushy job, which I could do with my eyes closed.

Tony Martignetti [00:29:35 - 00:29:36]

Yeah.

Tatiana Poliakova [00:29:36 - 00:29:48]

So. It wasn't an easy decision. And then I realized I just had to choose the joy and passion above the comfort.

Tony Martignetti [00:29:49 - 00:30:33]

I mean, herein lies the issue that like so many people face is that, you know, they get so tied up, like handcuffed, as they often say, to the comfort of, okay, well, I have it good. How do I leave something that's so cushy and good? And then go into the great unknown and create something else. So you just described that moment very well. And the fact that you are doing it now and making it work is just another example of how it's possible. The possibility is there. You have to have the right attitude, the growth mindset to make that happen. And I think you've truly modeled it throughout your life to really create that. So it's beautiful.

Tatiana Poliakova [00:30:34 - 00:30:48]

Thank you, Tony. And of course, looking back, yeah, that's great. And with retrospective, however, there are some difficult moments and difficult decisions. And as you say, handcuffs, I remember calling it golden cage as well, right?

Tony Martignetti [00:30:49 - 00:30:49]

Yeah.

Tatiana Poliakova [00:30:50 - 00:31:04]

And actually that's what I call the other side of gratitude because we both, I'm sure, recommend our clients to practice gratitude daily. However, there is a dark side when the gratitude comes from the place of fear of losing what we have.

Tony Martignetti [00:31:05 - 00:31:06]

Yeah. Great clarity.

Tatiana Poliakova [00:31:07 - 00:32:16]

I feel some of the more important ones is this realization of how we create our world from inside out. I remember sometimes when I was frustrated in the city, I would come home, you know, difficult day, difficult transaction. And it's so easy to go into the blame mentality, right? Blaming the market, blaming the trader. Blaming the client, right? The aggressive hedge fund guy or girl, whoever it is, right? And yet this realization, which I got very early on in my journey as a coach, oh my gosh, actually I can choose the perspective how I view the world. And the world is created through my story, which I tell myself about. And, and it's very much in line with the ability to surrender also sometimes to the events and surrendering. It doesn't mean I'm going to do nothing, right? It just means, as in the story of meeting this man on the train, just noticing the opportunities that life presents to one.

Tony Martignetti [00:32:18 - 00:32:52]

This is where Tatiana adds something essential to Bill's story. Taking a courageous leap isn't about controlling everything that happens next. We can't. It's about participating, preparing ourselves, listening carefully, making the decision we can make, and then becoming willing to meet what comes after it. Bill Harris reminds us that courage doesn't mean ignoring the practical realities of a decision. He calculated. He sought advice. He built support.

Tony Martignetti [00:32:53 - 00:33:42]

He considered what he knew and what he didn't. But eventually, the calculations stopped providing answers, and he had to trust himself enough to try. Tatiana Polyakova reminds us that trust also requires listening. Her perseverance opened doors throughout her life. But some of her most important opportunities appeared when she slowed down enough to notice what she hadn't planned for. A conversation, an intuition, a loss of excitement, the realization that a comfortable career had become a golden cage. Both stories remind us that courageous leaps aren't always dramatic. Sometimes they're simply the moment when we stop asking for certainty That life cannot provide.

Tony Martignetti [00:33:43 - 00:34:38]

We prepare, we pay attention, we listen, and then we choose. Because there are moments when staying where we are may feel safer, but stepping into the unknown is the only way to discover who we might become there. I want to express my heartfelt gratitude to Bill Harris and Tatiana Polikova. For sharing their stories, their wisdom, and the moments when they chose to step beyond what was familiar and explore what might be possible. And to all of you listening, thank you for joining us around the virtual campfire. It's been a privilege to have you with us. If you'd like to learn more about today's guests, connect with their work, or explore the ideas and resources they shared, you'll find links for each of them in the show notes. As you reflect on today's conversation, I'd like to leave you with one question.

Tony Martignetti [00:34:39 - 00:35:32]

Where in your life might you already know it's time to leap, but you're still waiting for certainty? Before you go, make sure to subscribe to the Virtual Campfire Podcast. If this episode resonated with you, I'd love to hear from you. Please leave a review, share it with someone who could benefit from today's conversation. and continue the journey with us. If you'd like to learn more or take the next step in your own leadership journey, visit tonymspeaks.com. This special series inspired by the themes of Campfire Lessons for Leaders is proudly produced by It All Works. Until next time, keep leading, keep growing, and when the moment arrives, trust yourself enough to jump. Courage isn't knowing where you'll land.

Tony Martignetti [00:35:32 - 00:35:35]

It's trusting yourself enough to leave the ground.