

Introduction

Mrs. Mirzaei, what if my friends or family members don't agree with my change in behavior and being courageous causes me to lose them? After all, my loved ones are important people in my life.

Hello, Ladyboss. I'm delighted that we're in communication. I am Razieh Mirzaei, the author of the book "Character of Courage," and I appreciate that you've considered us as your confidants and raised your concerns. If the above question is the last barrier to you reading the book, I'm more than willing to address this topic in the book's introduction.

When I started this journey myself, I had the same concern, and I know it terrifies many of you. I was scared too, but I took action. Nevertheless, the fear of losing my loved ones gave me a lot of energy. Later, I realized that this belief was entirely mistaken, and I had needlessly worried.

These days, you hear a lot of statements like:

- Winners end up alone.
- If you grow, those around you stay behind.
- You have to eliminate them from your life to succeed.

But all of this is a lie. They say these things to scare you and prevent you from desiring change, keeping you in your place.

What we've seen is entirely the opposite. The content of this book is a summary of in-person and online Character of Courage workshops, and we've had over

15,000 participants. In designing Character of Courage workshops, I've attended over ten training courses, read more than a hundred books, and interviewed over a thousand successful women. So rest assured that you're reading the most genuine answers here.

What Have We Seen?

Out of every 10 people who grew, 9 of them influenced a change in their surroundings. Be sure that when you take a step forward, they will also come to you and join you. I ask you to embark on this marvelous journey with us for the sake of your loved ones, the next generation, and society.

When you improve yourself, those around you also start to take action.

The most important point is that as long as you haven't reached decisive, respectful, and fair behavior, as long as your character of courage hasn't reached its ideal state, you don't need to impose your learnings on others. You shouldn't try to convince the opposers. Please, don't force anyone to read this book.

Words are just hot air. A woman in charge shows results. You can only influence others through your actions and results, not through words. If you start arguing with those around you right from the beginning and make them upset with your words, it's your responsibility. First, read the book from cover to cover in complete silence and practice the exercises. Soon enough, you'll feel the results, and sooner or later, those around you will come to you and ask what you've done. So be patient until then.

Although the path is not without challenges, today, I have my family and loved ones by my side. I took action and became a source of good and motivation for

those around me. For example, just this year, I took my parents to Mashhad for a trip, and we stayed in the city's best hotel. My younger sister joined me three years ago, and she has become so courageous that today she's one of the top managers in an academy in Iran. My sister, who used to be just an introverted student spending most of her time at home, now handles some of the most important sessions.

In high school, I had a close friend, and we've stayed in touch since then. Just last year, she chose the path of a courageous woman and pursued her dreams. I took action and became a role model for them through my actions and results. Today, I have the love and support of my loved ones by my side. But if I had been afraid on the first day and listened to those lies, none of these amazing things would have happened to them. Perhaps seven years ago, if you had asked me, I would have never imagined it.

You might wonder what difference one person out of ten can make?

You should know that the Character of Courage techniques are very powerful. We conducted extensive research, and I saw that one person from the beginning didn't want to use these techniques for good and progress. They practiced these techniques with the intention of taking advantage and seeking revenge on others, and in the end, their smoke blinded their own eyes. Rest assured! If your intentions are correct, the Character of Courage book will bring amazing results for you and your loved ones.

I imagine these nights how much progress you'll make! This very achievement keeps the enthusiasm alive in my heart, and I persist in finishing the book. You may know that from a certain point onwards, we didn't hold any more Character of Courage workshops, and we even stopped registration for the online course.

Although we received many requests from people willing to pay a million Tomans just for the workshop videos, I knew that I had a greater mission. Many women are still deprived of the Character of Courage. So I made a big decision, to present the workshop content in the form of a book. Now I know that the Character of Courage materials reach many more women.

Razieh Mirzaei

Spring 2022

Chapter One

The Root of Passiveness

Hello, Ladyboss!

Welcome to the first chapter of the book "Character Of Courage." In this chapter, I want to teach you the path to becoming a confident lady, how to leave passiveness behind, and boost your self-confidence in communication. This is something many of you struggle with, and it is truly essential for your success in life.

I am Razieh Mirzaei, the founder of the LadyBoss Academy, and over the past three years, I have helped many ladies become confident women through the LadyBoss workshops. I am delighted to have you with me in this book, and I will share the essence of its content with you. I was born in November, raised in Shiraz, Chabahar, BandarAbbas, and Tehran. I am thrilled to be in touch with you.

All the Courage in the World

I want to start Chapter One with a very important question: If you had all the courage in the world right now, what would you do? If you possessed all the courage in the world, what action would you take?

When I asked this question in LadyBoss workshops, one of my students replied, "If I had all the courage in the world, I would go to my boss and ask him what happened to the job promotion he promised me six months ago."

Another student said, "If I had all the courage in the world, I would go to my spouse and tell them that our relationship is not the same as before, and the intimacy we once had is no longer there. It's better to think about a solution."

Yet another student said, "If I had all the courage in the world, I would start recording videos of myself and share content because I want to create an Instagram page like many successful ones with millions of followers."

Now it's your turn: If you had all the courage in the world, what would you do? Take 30 seconds to give yourself a chance to write down your answer.

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Let's take five deep breaths together and start Chapter One professionally. Taking five deep breaths will help you set aside your daily concerns and focus on the book.

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- 2.
- 3.
- 4.
- 5.

Congratulations to you, Ladyboss

Congratulations to all of you. My first congratulations are for the fact that you have this book. it means that you recognize that **passiveness means not reaching many of the things you wanted in life**. You know that passiveness has held you back, and you know that traces of passiveness exist within you. you know that passiveness is not inherent, and you can overcome it with education.

I congratulate you; secondly, for choosing me as your coach. My dear ones, I am just like you; I've been in your shoes before, and that's why I understand you better than anyone else.

During this time, many of my audience members have asked me, "Mrs. Mirzaei, you came from a small town, create the largest women's educational platform and host the busiest training courses, how did you that? Years ago, many people asked me these questions and said, 'How did you have the courage?'"

How did I have the courage?

Ladies, when I became a business consultant for women, this profession was primarily dominated by men. Men who had their offices in **Jordan**, wearing Rolex watches and suits, **coming in so confidently**. On the other hand, a girl coming from a small town dressed modestly and using a taxi for transportation, didn't seem to have a place there. When they asked me where my office was, I couldn't help but laugh because I didn't have an office. However, I achieved results for my clients that many men **hadn't**. That's why they ask me, "How did you have so much courage?"

Tonight, I'm going to share the path that brought me here with you; a path that 15,000 of my students who attended the LadyBoss educational workshops have used and become confident ladies. Now, in this chapter, I'm giving you access to this path.

I want to share my own story with you. I was a girl from the southern culture of the Iran, with the same traditional values of those regions. But I was very hopeful and eager for progress. I realized that I needed to become independent and **create some distance**. The only way I knew was to come to **Tehran** for

further studies. So, I studied again to be accepted for a master's degree in industrial engineering in Tehran. My family strongly opposed it.

As soon as I arrived in Tehran, I sought an engineering job to lessen the opposition; however, I quickly realized that the life of an employee was not what I wanted, and so I resigned. Suddenly, all the problems came crashing down on me.

Real Challenges Begin

Tonight, I want to focus on this part of my life because, for me, the journey to becoming a confident lady started right here. It was here that I managed to overcome my passiveness. I left my office job and started working in sales because I didn't want my income to be tied to hourly work. In sales, I had the opportunity to earn income based on my abilities.

I got into insurance sales, a job that **initially** had no salary or income. When my family found out that I had left my engineering career, they strongly opposed it and withdrew both emotional and financial support. This made my circumstances much tougher. I had no income, no support, and in Tehran, I didn't know anyone. When I started my job, I realized that I lacked any skills.

The first thing I did was to acquire various skills and attend various classes. And by skills, I don't just mean negotiation and customer acquisition. I even learned web design, and I've been doing the initial website designs for LadyBoss myself. I learned content creation, Instagram marketing, and attended business coaching courses. Over the course of six years, my business grew and became more successful.

A very important point is that if I were the same Razieh from two years ago, living in the south of the country in the years **1392 and 1393**, none of these things would ever have happened to me, and I would never have grown so much. But what really happened? Tonight, I'll tell you about it.

What happened?

I told you that almost a year after coming to Tehran, I resigned. I became financially broke, and I lost all emotional and financial support from my family. However, these were not my major problems. My bigger problem was that I didn't know anything about the principles and **intricacies** of my job. I realized that I needed essential skills to advance my business. I didn't know many people in Tehran. I needed to meet new people and build strong relationships, but I couldn't. I needed to offer my services and products to different people to become my clients, but I couldn't. I needed to ask people to invest in me, to become my partners, to guide me, and to provide me with better products and services.

Yes, I needed to ask, but I couldn't. Why couldn't I? One very important reason was passiveness. I didn't know that I was shy. Passiveness is not just about sitting at a party, turning red, and being unable to speak. When you can't use communication skills to present yourself like a confident lady and grow, it means you are shy.

I realized that I was shy. In simple terms, I lacked courage, and this was hindering my growth. I understood that I needed to learn more about passiveness to overcome it. Let me ask you two questions to make the issue more understandable:

Firstly, how many times have you avoided doing something because you didn't have the courage, and someone else went and did it, achieving great progress?

Secondly, how many times have you had an extraordinary idea, but due to the opinions of others, someone's words, or an obstacle, you let it go?

If you have had similar experiences, it means you also need to overcome your lack of courage. In this chapter, I want to talk to you about the roots of girls' lack of courage.

Roots of Passiveness

In my research, I've identified some of the external roots of passiveness. Mockery, ridicule, and societal norms that exist in our culture were prevalent during my early years. The negative patterns we had were embedded in the same environment: family, school, and society. It seemed like these external factors were the roots of passiveness.

However, within this society and situation, I saw many women who were truly confident, had overcome their passiveness, and become assertive. They presented themselves, asserted their rights, made requests, and no one could take advantage of them. I came to the conclusion that it's not just about external factors; there are more significant internal roots that need to be addressed. Throughout my research, I discovered that our passiveness has two primary internal roots. Pay close attention:

The Tale of Two Brains

Dear friends, simply put, we have two brains. The first brain is our ancient brain and is located at the back of our head. This brain has been around for a while. It exists in all reptiles, which is why it's called the "reptilian brain."

The ancient brain is very basic and has only two functions: flight and fight. For example, if I were to suddenly startle you from behind with a loud noise while you were reading a book, you would jump. This is the response of the ancient brain.

However, in front of our heads, we have another brain, the new brain. This brain is trainable and learns what to do other than flight and fight. For example, early humans and our ancestors, who were cave dwellers, either ran away when they saw a wild animal or, if they thought they were strong enough, they fought it.

But our new brain gradually learned that we don't need to run away. We can climb trees, make fire, and scare them away. More importantly, we had to take care of our children. First, save them. The primitive human gradually learned, and so did we.

Our ancient brain is fixed, and our new brain is trainable. Now, in today's world, our ancient brain pulls us towards passiveness instead of flight and towards aggression instead of fighting; that is, it has replaced flight and fight with passiveness and aggression. Right now, some of our girls are shy, and some are aggressive. Isn't that the case?

Why do we experience passiveness?

The first root of passiveness is that we don't have the correct files in our new brain to show us the right way to behave confidently in situations. For example, if someone cuts in front of us in line or takes our place, **or someone asks us for something that we should say no to but can't say no without feeling hurt**, our new brain looks for the new file and the right way to behave. For instance, if we knew the right way to assert our rights without causing a commotion, then our new brain would use this file and display the correct behavior. But when it doesn't find the file, it turns to the ancient brain. We flee from the situation to

avoid confrontation. So, the first fundamental problem is that in the environment of assertiveness, we don't have the right files in our new brain.

The Tale of the Brain's Corner

Now, let's move on to the second root: the second root of passiveness resides in a corner of your brain (amygdala) responsible for your emotions. Somewhere in the corner of our brain, there is a connection between events and emotions.

For instance, in childhood, you accidentally cut your hand with a knife, and it hurt. You've been avoiding knives ever since because they hurt you before. From now on, whenever you see a knife, you flee from it because it has previously caused you pain. You've stored in your brain: knife equals pain!

Or, for example, in childhood, you said something interesting in a group of people, and they scolded you and made fun of you. You felt embarrassed and ashamed. You've stored in that corner of your brain: a group of people equals shame!

Another example is that in a straightforward situation, you asked for your right. The other person reacted poorly, and you felt humiliated and embarrassed. You've stored in that corner of your brain: asserting your right equals embarrassment!

That Doesn't Allow You to Be Yourself

When certain social situations become associated with pain, that corner of your brain becomes fearful. When you find yourself in such a situation again, your heart rate increases. For example, when you used to fear being in a group, your heart would race, your face would turn red, you would sweat, and you would feel uneasy from within.

If you react this way in a situation, it means that corner of your brain has an issue. You tell yourself "it's not a big deal, you just want to introduce yourself. You're not supposed to die", but suddenly, your mouth goes dry, hormones are released that cut off your access to long-term memory. This state is what we call "brain freeze."

You can't remember anything, just like when your tongue gets tied, and you don't know what to say. Hours later, for instance, in the bathroom at night, you suddenly remember what you should have said. I remember The first time I did a live stream on Instagram, as soon as it started, this happened to me, and my brain froze. I had forgotten everything.

Most importantly, your level of **Consciousness** decreases. You become like a four-year-old child. For example, a woman has worked hard to save money for her **wedding expenses**. About two months later, it's her wedding day, but when someone asks her for a loan, she lends it to them and feels embarrassed to say no. In stressful situations, saying no becomes painful for her. It doesn't occur to her that if she can't get the money back from the other person, she herself will suffer and her wedding ceremony will be ruined. In sensitive situations, her **Consciousness** decreases, she can't think clearly, and most importantly, she avoids and withdraws.

Whenever you feel you're supposed to ask or speak up in a group, that corner of your brain doesn't allow it, and it says no, avoid, flee. You won't enter gatherings anymore, you won't present yourself, you'll say "forget it, it's too much trouble." Many of you say this to yourselves. You tell yourselves **you'll Compromise**, because that corner of your brain is scared, and this is the second root of passiveness.

How to Become a Confident Woman?

Now, you want to become a confident woman. You've understood that your passiveness has two primary roots, and if you want to become confident, you need to address these two roots. You need to change both the habit on one hand and the file so that the corner of your brain understands that being timid has more fear and harm. On the other hand, you should create new communication files and learn new skills in your new brain. When you do both of these together, you become a confident woman.

How do you do this? We have various techniques to dry up the roots of passiveness in your mind and make the corner of your brain understand that you should become a confident woman. I'll teach you all of them in this book.

But the first step is to recognize the losses of passiveness. **Practice the art of hitting where it hurts**. This technique is one of the most effective ones that we'll work on together in this chapter. When you constantly remind your brain's corner how much you've suffered from passiveness, you gradually realize that, yes, being a confident woman doesn't hurt; instead, being a timid woman causes pain and suffering.

Financial Hits of Passiveness

In the continuation of this chapter, we will talk about 12 financial opportunities where passiveness has caused you losses, which are far worse than financial losses.

I will ask you 12 questions about financial losses due to passiveness. If you've had these situations or something similar, give yourself a score of 1; but if you haven't experienced these situations, give yourself a score of 0, and then add

them up. See how much financial damage passiveness has caused you. Today, in this chapter, I want to work with you on a very effective technique to **rectify** the root of passiveness.

12 Questions about Financial Hits of Passiveness

1. Someone borrowed something from you and either didn't return it or returned it late. It doesn't matter whether it's money, a car, clothing; in any case, you've suffered a financial loss.
2. Family or acquaintances have come to you. You've done something for them, but they haven't paid you.
3. You couldn't negotiate a requested salary increase at work. It doesn't matter whether it's a wage or a customer bonus.
4. You didn't have a written contract, and they've raised your payment.
5. You've invested in a one-sided relationship.
6. You didn't ask and missed an opportunity. For example, how? For instance, when the stock market was booming, your friends were talking about it, and you were too shy to ask. When cryptocurrencies were growing, there were people who knew, but you were too embarrassed to ask. When everyone was starting online stores on Instagram and making money, you felt too shy to inquire about what was happening.
7. You've spent more than your fair share. I'm not just talking about going to cafes. For example, in neighborly discussions or a very large party.
8. You've entered short negotiations. For example, you made a purchase by mistake and told yourself that you've bought four pieces of clothing and I've worn them. Of course, the fifth one I don't like, but I'll buy it anyway. In any case, you've given it a lot of thought and found it ugly to go empty-handed. This issue definitely applies to homes, cars, and more.
9. You've mistakenly become a guarantor for someone.

10. You haven't updated your skills or ideas, and therefore, you haven't made any financial profit. In that case, someone else went and presented the same idea or skill.

11. You haven't started a business relationship. For example, a seminar where you had the opportunity to speak or a job interview that you missed.

12. Due to social courtesy, you've fallen ill and incurred medical expenses.

Unfortunately, I see this last case quite often among women. For instance, a woman whose coworker, who was standing beside her at the paint shop, had lung problems. Her chair at work was bad, she always sat bent over, and she suffered from a spine condition, but she didn't dare say anything. Many people are sick, but when a guest wants to come, they're too shy to say not to come or to ask them to come another day. After a long time without rest, their condition worsens, and they end up sick.

My score for the financial hits of passiveness:

Note: The teachings in this book cannot replace psychotherapy and prescribed medications by a doctor. Do not abandon your treatment and consult with your therapist. This book is written to enhance your knowledge and skills to become a confident character.

Creating Communication Files

The next step in becoming a confident woman is to create communication files. What are these files? Files that a confident woman needs in her interactions and social situations. I've listed six of them here for you:

- Saying No

- Asserting Your Rights
- Receiving Criticism
- Not Apologizing Unnecessarily
- Expressing Opinions

These are the same six files that you must have as a confident woman. You need to spend time on them and practice. In this book, I will teach you techniques for each of them and be with you so that you become proficient in confident skills.

The Complete Art of Overcoming Passiveness

Right from the start, I want to ask you three questions. I want to see how serious you are:

1. With your current situation, if you don't take this book seriously, where do you think you'll be next year?
2. Can you achieve the desires that are in your mind? The ones you have? What happens if you don't take this book seriously?
3. Have you ever wanted to work on your passiveness, or have you wanted to and it hasn't happened?

If you haven't wanted to and still don't, neither I nor anyone else can help you. So, you're definitely in the right place because you want to be a confident woman.

You can download a sample questionnaire of passiveness hits from the book's gifts section.

Five Categories of Hits

The hits caused by passiveness can be categorized into five categories:

1. Time
2. Energy
3. Negative Emotions
4. Missing Out on Enjoying Life
5. Money

I will explain each of these to you, and after finishing the chapter, I'll ask you to fill in each one. Let me explain each of them.

1. **Time Hit**

A shy person can't say no to others. They are forced to accept what others say, and they waste a lot of their time. Here are some examples to better understand:

- People standing in front of you in lines constantly ask you or your colleagues to stand in their place, and a lot of your time is wasted.

- Someone who has an IELTS exam stays behind because of passiveness. They fall three months behind. Their acceptance is delayed by one year. A year of their life is wasted.

Now, take 5 minutes and write down all the times that have been wasted due to passiveness. The most significant time hit for me due to passiveness was those three years I delayed starting the LadyBoss idea. If I could have started 3 years earlier, where would I be now? Those three years were a significant time hit for me.

2. **Energy Hit**

Does passiveness take away a lot of your energy? Someone asks you to do something you don't want to do, and while doing that task, you lose a lot of energy. You can't say no; you're forced to do that task. Your right is wasted, and you have to spend a lot of energy to revive your rights.

You have to spend a lot of energy to reclaim your money from someone who didn't return it.

You should have told someone something, but you didn't, and you've been brooding for hours, losing a lot of energy.

Write down all the wasted energy due to passiveness.

3. **Negative Emotions Hit**

Negative emotions make shy and timid people helpless. Why? Because someone who is shy is constantly having their rights violated. They are upset about it and angry with themselves. In front of others, they feel angry, embarrassed, guilty, and many other negative emotions that we will talk more about in the next chapter.

Write down all the negative emotions that passiveness and passiveness have brought into your life.

4. **Missing Out on Enjoying Life Hit**

How much have we missed out on enjoying life because of passiveness! A very simple example is a woman who doesn't want to go on a trip or wants to go somewhere else but doesn't say it because of her passiveness. Instead of enjoying the trip, she's just brooding about how she should have said it.

I have felt dissatisfied for 3 months in my environment and workplace, even though my workplace is excellent. I haven't enjoyed life for those three months, even though I could have.

5. **Money Hit**

I mentioned 12 cases that could cause you financial losses. How much money have you lost due to the inability to say what you needed to say? How much financial opportunity have you lost because you couldn't develop your skills and ideas, and others have taken advantage of the same opportunity?

Write down the amount of money that has been lost. Is it 5 million Tomans? 50 million Tomans? 500 million Tomans? Write down all of these in your questionnaire. For each of these five cases I mentioned, write them on a separate page and fill them out.

Character Empowerment Pathway

At the end of the first chapter, I want to review the course of the book with you so you know exactly what path we are going to take together. This book will transform you into a confident woman. As I mentioned before, to leave passiveness behind, you need to do two things:

1. Change your roots.
2. Learn the files.

That's why our book has two parts. In the first five chapters, we'll work on the roots, and in the next five chapters, you'll learn communication techniques. Additionally, I emphasize not to miss out on the book's gifts. In total, gifts worth 3 million Tomans have been considered for you, dear reader.

(Download link for gifts)

End of Chapter 1 Exercise

First, answer this question fully: If you had all the courage in the world right now, what would you do?

Second, complete the passiveness hit questionnaire as much as you can and immediately start Chapter 2.

Hurry up! I'll see you in Chapter 2.

Chapter 2

Passiveness Strikes

Hello, Ladyboss,

Welcome to Chapter 2 of the book "Character Empowerment." In this book, you will learn how to boost your communication self-confidence and truly become a confident woman. I am Razieh Mirzaei, your coach in this book and the founder of the Lady Boss Academy.

Ladyboss, in Chapter 2, we want to see what troubles passiveness brings you. The more aware you become of the harms of passiveness, the more inclined you will be to become empowered. Your mind becomes more prepared to leave that passiveness behind and join the ranks of empowered women. That's why we want to review together the various aspects of passiveness that harm you.

But at the beginning of this chapter, you will learn an incredibly practical technique for powerful self-expression. Let's take 5 deep breaths and start this chapter.

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The Triple Opinion Technique

One of the key indicators of low confidence is our inability to express ourselves. Many of us are afraid, hesitant to voice our thoughts and feelings, mainly due to a lack of proper communication skills. For instance, imagine you're in a group discussion where everyone is asked for their opinion, and you have a different view or point you want to express. What do you do?

Most women, in such situations, remain silent, agree with others, blend in, and do not voice their opinions. That's why I want to introduce you to a technique today that will help you express your thoughts effectively: the Triple Opinion Technique.

In the first half of the book, we didn't plan to teach you communication techniques. However, there are two reasons I'm teaching you this technique now. First, you can start using it immediately. Second, you can apply the root change techniques with this exercise.

So, pay close attention to the components of the Triple Opinion Technique.

****Fact 1, Fact 2, Opinion****

An important note: "Fact" means something everyone agrees on or general knowledge. "Opinion" means your personal view or suggestion. For example, if you're asked about studying in Turkey, and you want to say it's a good idea, how would you say it?

You would say: "First, migration is a positive step and fosters personal growth. Second, there are many people nowadays immigrating from Iran for further education, so I suggest you go for it."

Now, let's reverse the scenario. You want to say that studying in Turkey is not a good idea. You would say: "First, Turkey's security hasn't been significantly better than here in recent years. Second, Turkish universities are ranked lower globally compared to Iranian ones, so I think Turkey might not be the best choice. My suggestion is to consider European universities."

Do you notice the difference in expressing your opinion?

Facts Everyone Agrees On

The first two facts are something everyone agrees on.

For example, let's say the discussion is about whether to start a business in Istanbul or not. Now, what do I do? I don't throw my opinion out there right away. If I want to agree, according to the Triple Opinion Technique, I state the first fact, then the second fact, and then I express my suggestion.

First, in Turkey, the government strongly supports startups, and its laws are more transparent. Second, Turkey is closely tied to Europe, which means that if a business takes off, it can easily expand throughout Europe. So, my suggestion is yes, start a business in Istanbul, and consider starting businesses that have a

significant market in Istanbul, like fashion and tourism, or industries with existing markets and more facilities.

Now, if you intend to disagree, do the same by stating two facts and then expressing your opinion.

For instance, let's say the debate is about whether to sell an apartment unit I own or not. My opinion is not to sell it. However, instead of throwing my opinion out directly, I say:

"Look, first, in recent years, the increase in property prices has consistently outpaced inflation and has provided better returns than many other investments. Second, you can generate income by renting the property yourself. So, I recommend that if you don't plan to invest the money in something that is undoubtedly more profitable than the property, never sell it!"

Book Exercise

I'd like to provide the next examples as a book exercise. Right now, I'll give you 3 minutes to write about these scenarios. After you're done, I'll provide my response. But please, make an effort. Don't flip the page and perform the exercise. Spend these 3 minutes to:

1. A woman asks you, "I want to go to work. I have a small child now, he's one year old. Should I go or not?"

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2. One of your friends asks you, "Should I have a wedding ceremony or not?" Write your response right now.

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Whether your answer is agreement or disagreement, take 3 minutes to write down your opinion based on the Triple Opinion Technique.

Exercise Answers

Exercise 1: The woman asks if she should go to work despite having a one-year-old child. I provide both perspectives.

If I wanted to express disagreement, I would start by stating two facts:

First, having the child stay with the mother during the first two years of life can lead to better independence later. Second, taking care of the child at night while managing both household and outside work can be exhausting and may lead to burnout. So, my suggestion is to have patience and wait at least until the child is 2 years old.

Now, if I wanted to express agreement, what would I say?

Firstly, from my perspective, the economic situation currently requires both spouses to work. Secondly, staying at home for an extended period can be very risky for the mother and may lead to depression. So, I recommend finding work, and it's better to start part-time rather than being a full-time stay-at-home mom.

Exercise 2: If I agree about having a wedding ceremony, I would say:

"Look, first, the wedding night is just one night for most people, and it always leaves lasting memories. Secondly, if you don't have a wedding, you might regret it later. Not having wedding photos in a wedding dress can be disappointing. So, my suggestion is to have a modest ceremony or, if possible, a formal one where you can have the wedding dress and photos."

If I wanted to disagree, it's not appropriate to say, "Don't have a wedding."

Instead, I would say:

"Look, firstly, in the current situation of the COVID-19 pandemic, there's a risk that all the guests might be exposed to the virus at your wedding. Secondly, considering the financial situation, the money you're planning to spend on the wedding could be better invested for your future, like taking a trip. So, my suggestion is not to have a wedding and allocate that money to something more beneficial. Fortunately, the culture of not having a wedding has become more accepted, and relatives won't look down upon it."

So, ladies, you can see that with the Triple Opinion Technique, I expressed my opinion in a very respectful manner in a situation where my opinion differs from others', and I conveyed my point effectively.

Fear of Expressing Opinions

Don't forget that the Triple Opinion Technique involves stating the first fact, then the second fact, and finally presenting a proposal. Now, I'll demonstrate another aspect:

If you've noticed, in the examples, I didn't just answer with a simple yes or no; I included a proposal to help the other person achieve their goal better.

For instance, I said yes, start a business in Istanbul, but my proposal is to work on businesses that receive more support and are thriving.

I also said not to have a wedding, but I recommended examining how you can invest the money more wisely. In other words, I stated my opinion and provided a proposal.

This approach creates a higher standing for you in the group, makes others reconsider their stance, and even if they disagree, they might acknowledge that your opinion was well-thought-out. From this point on, they may take your opinions more seriously.

Now, you've learned a practical technique from this book. I urge you to trust your coach completely. In the second half of the book, I'll provide you with effective techniques. However, you can't use these techniques in your life unless you continue reading the book carefully and practice the root change exercises.

In the continuation of Chapter 2, I intend to show you the dark side of low self-confidence. It's time to see what damages you've suffered from low self-confidence and prepare your mind to transform into a high-confidence lady.

The First Cost of Passiveness: Suppressing Emotions

You don't express your feelings, and that's one of the worst blows passiveness can deal. I've heard sentences like these many times:

"I liked them, but..."

"I was bothered by their behavior, but..."

"They talked behind my back, but..."

"I realized they were upset, but..."

How many opportunities have we missed because of suppressing our emotions? How many people, joys, and pleasures have we lost in our lives?

I urge you that after this chapter, return to your questionnaire and add any of the cases I've mentioned, or will mention, if you've experienced them. Definitely add them, and don't forget.

The Second Cost of Passiveness: Going Unnoticed

When you go unnoticed, you certainly won't grow. There was a lady at my workplace who never shared her ideas and remained stagnant for years. She got stuck in the same position for years.

I ask you, how many people have you seen at work or elsewhere who weren't deserving of their positions but got noticed and gained opportunities because they praised themselves and their work? How about you? Do you think if you presented yourself better and more, you'd be in a better position now?

One of our employees had a small Instagram page. Her videos were really good. She was very creative and hardworking. I suggested multiple times that because her page had reached good places, she should collaborate with us and promote herself on my page. However, she kept saying no, that her page had shortcomings, and so on. Because of these minor flaws, she put my suggestion aside and missed all those opportunities.

Until one day she said, "I don't want to work with you anymore. I've always worked for you, and I haven't been noticed. Working with you has pushed me out of my position." But the reality was that her passiveness prevented her from seizing this opportunity. Her passiveness didn't let her shine.

First Successful Client

In contrast to the previous example, the story of my venture into the bridal industry started with one of my first successful clients. She became familiar with me because of my engagement dress. The first time I went to her, we chatted a

bit. She said she wanted to improve her Instagram presence. My academic background was in marketing, and I had thousands of ideas for her.

I chose the engagement dress, but our conversation ended there. When I got home, I scolded myself. Why didn't I make her an offer? Why didn't I suggest working together?

Finally, I gathered my courage and went back to her shop. This time, after placing my order, I made her an offer. I said, "I have ideas, and I can help you expand your business through Instagram." Right then and there, we struck a deal, and she agreed to start working together once I returned from my engagement.

My engagement was in my hometown, Bandar Abbas. As soon as I returned, I went to her shop, and we began our collaboration. I put my passiveness aside. It was that contract and the successes of her page that allowed me to progress rapidly in my consulting business for bridal-related businesses. You too should put your passiveness aside to be noticed, and when you allow yourself to be seen, you'll grow with newfound opportunities.

Undermining Beliefs

Another downside of passiveness is that we often compromise our beliefs and values, meaning we set aside what we believe to be right.

For example, a woman invited to a party with unveiled guests avoids attending because she's shy about preserving her hijab (veil). Or, if she does go, she feels

compelled to behave like everyone else. In the end, she feels defeated. How frustrating is that?

Another woman has decided to be a vegetarian for a long time. However, the first time she's invited to her future spouse's house, she's too shy to mention it and is forced to eat meat. Maybe from your perspective and mine, this might not seem important. However, it was her belief, and because of her passiveness, she compromised it.

Another girl says, "It's essential for me to be independent and study at the best universities. However, going to a different city is so bad in our family and neighborhood, and I'm scared of what others might say. I was previously accepted into the state university in Tehran, but I didn't go to stay with my family, and now I've agreed to study at the local university."

Another woman doesn't continue her education, even though she believes she should study more and grow. Why? She says it's because she's too shy that people might say her education is more than her husband's. These individuals, due to their passiveness, have set aside their important beliefs and values in life.

Financial Losses

Another cost that passiveness and passiveness have inflicted upon us is missed financial opportunities. We mentioned earlier how passiveness directly reduces certain amounts of money from us, but what about the opportunities you've missed or the income you could have earned but didn't due to your passiveness?

You've lent money, and it hasn't been returned, money that you could have invested in your business. You've been too shy to charge for your services when you could have promoted your work. All of these passiveness-induced financial losses are substantial.

Once again, I ask you to sit down after this chapter and fill out the questionnaire of damage and review it once more. In fact, the financial losses we discussed earlier have surely caused non-material losses as well.

When you didn't speak up about your salary at work and didn't receive it, when you didn't negotiate properly, when you missed an opportunity, when you overpaid for something, when you started a short-lived work relationship, or when you got sick due to social obligations – all of these have caused both financial and non-financial losses to you.

I ask you to write all of these down and be honest with yourself.

Becoming Conformist

Another subsequent downside of passiveness is that you tend to conform to societal norms. One of the leading transplant surgeons in the United States is an Iranian immigrant. He defined an issue that got me thinking.

He said, "Because we were immigrants, my family wanted me to become either a doctor or an engineer so I could bring honor to them, but I truly wanted to become a pilot."

Keep in mind that he is now one of the world's top transplant surgeons, but he still longs to become a pilot. He believes he missed out because of his passiveness.

A few years ago, I met a man who was an employee. After his working hours, he engaged in trade, buying and selling, importing goods, and even had a boutique. He also dabbled in real estate, and his income from his side business far exceeded his salary. He had even bought a few houses, perhaps just their rent would have been enough for the rest of his life. I asked him why he didn't resign from his job.

His answer was quite unusual. He said it was because of what people might say, because working as an employee held value for his family. See, this person had become conformist, and how much loss he has suffered!

One of my students closed her page with the first negative comment she received and became an employee of another company. She reopened her page, and within four months, she gained 100,000 followers. However, she closed her own page because she couldn't handle the first negative comment due to conformity. She couldn't accept it.

Another example of conforming involves young couples, especially those who spend all their savings on wedding ceremonies. Before the COVID-19 pandemic,

couples would spend their entire savings on lavish weddings. They would give away all their savings for a single night of celebration.

My spouse and I didn't have a wedding ceremony; instead, we went on two trips. We had no financial problems, but the fact that someone would conform and spend their two years' worth of savings just for one night of celebration is painful. They spent money that could have improved their lives; they spent it because of their passiveness. It's truly horrifying, don't you agree?

Issues in Parenting

Another subsequent damage from passiveness is mainly for mothers. How much have you struggled with parenting due to passiveness and passiveness? Let me give you a few straightforward examples:

They don't educate their children about sexual matters. Most of us faced an identity crisis during adolescence, such as who we are and what is happening to our bodies. What kind of people are our parents? We all faced this challenge, so why don't you talk to your child about sexual matters?

What kind of role models are you for the next generation? They see your behavior. One mother realized that her son had a scar on his shoulder. It turned out that his classmates were constantly teasing him, and he was too shy to tell anyone about it and sought to hide it. The child couldn't even tell his teacher at daycare and was too shy to tell his family. Why? Because he had become just like his mother, timid. The school counselor told the mother, "If you want your child to become better, you must first be a better role model."

Diminished Comfort

Another subsequent damage from passiveness is that it takes comfort out of many of your lives. How many times have you worried about what others might say, even when it's perfectly acceptable for you?

A woman needs to wear makeup even when she's going to the corner store to buy bread. When the mailman arrives, she has to be made up.

Someone is extremely sensitive about their clothing. A tiny drop of something spilled on their clothes at the beginning of a party, and although no one noticed it, by the end of the party, they were devastated, and their mood was ruined. Others at the party wondered why this person was so preoccupied. Why was this person acting this way? Why was it so bad with us? How much comfort has passiveness taken away from these women?

I see many women who are so sensitive about their accent and dialect that they have no comfort at all. When talking, every sentence they speak, they criticize themselves. While accents and dialects are indicators of your authenticity, they can still be controlled with speech techniques.

How many women do I see who disturb themselves at parties because of their child's behavior, even when it's perfectly acceptable? A woman I know hasn't attended any parties since her child turned three because her child is very active.

When a guest arrives, from the moment her child says hello to the guest, the mother's heart boils like vinegar. She can't sleep at night, and she has to take a pill. How much has passiveness taken away from her comfort? How much?

Playing Others' Games

Another subsequent downside of passiveness is that you become a pawn in other people's hands. A woman who feels too shy to go to the market alone waits for her brother to find time to accompany her. Meanwhile, her online store has customers waiting for her, ordering tunics, but she hasn't taken any orders for ten days. She hasn't had time because her brother can't accompany her to the market. She has become a pawn in her own passiveness.

There are fickle customers who change their minds today and tomorrow. They constantly change their opinions. A woman whose profession is tailoring said, "The customer said they wanted this design in one day. I sewed it for them in one day. But they said no, I don't want this one; I want another one. Then, when it came time to pay, they promised to come and settle the bill tomorrow. 'Send the dress with a courier today,' they said. We waited for them, but they didn't show up. They said they would come next week, but they still didn't come." How many women are there who feel too shy to say, "Am I just a pawn in your game?" But they have become just that—pawns in others' games.

How much have you sacrificed your time for others? People who don't value their own time have taken your time as well. How many times have you had a

customer who scheduled five meetings to start a contract but then said, "No, I don't want to." How many times has it happened?

The Masks of Passiveness

Another consequence of passiveness is that it forces you to hide behind masks and escape from yourself. Be certain, 90 percent of women are shy, but they don't realize it. Why? Because their passiveness is concealed behind masks of falsehood.

A mother who hasn't lived for herself in a long time, who hasn't cooked her favorite meal, taken the trips she desired, pursued her studies, or worked a job she wanted, all because she felt too shy to pursue her interests. If you ask her why her life is this way, she'll say, "Well, I'm a selfless mother!"

I heard a story of a woman who hadn't spoken a word to her husband for years, giving the impression to others that their life was extraordinary, until one day, she was found in their home with a bruised and bloodied face. Her husband had beaten her, and everyone was astonished. Their first question was, "What did you do to deserve this?" It turned out her body was covered in old and fresh wounds. When they asked why she hadn't said anything all this time, she replied, "I'm a devoted wife!"

Another mask says, "I'm a loyal friend." A friend says, "Let's go to such-and-such place." She abandons her work and goes. She says, "Come with me, be my guarantor." She signs the contract underneath. She says, "Lend me your money." She lends it. Because she's too shy to say no, but she says, "I'm a loyal friend."

Someone who says, "I'm an introvert." They don't engage in social situations, they don't connect with new people, they don't take the opportunity to present themselves or express their ideas. They could have seized that job opportunity, but they say, "I'm an introvert." However, introversion has nothing to do with behaviors resulting from passiveness.

Introversion means that I derive energy from within, from my solitude. But it doesn't mean I can't use my communication skills in a group.

Another mask says, "I'm humble." I ask, "Why don't you stand up and present yourself, share your ideas?" You could have taken that job opportunity. She says, "I'm humble."

I adhere to traditions, another mask says. I say, "Why don't you stand up to claim your rights? Why do you allow yourself to be mistreated?" She says, "I adhere to traditions."

If you're wearing one of these masks, rest assured that it's your passiveness that has caused you to put it on. It's so destructive that not only do you feel shy, but you also put on that mask, and you can't escape it. The only way is to let go of that passiveness.

Physical Harms

Another subsequent consequence of passiveness is the harms it inflicts on your body, mind, and thoughts. For example, a woman who claims to be on a diet can easily say in a restaurant, "Don't bring me these french fries; bring me more salad instead. And instead of sauce, bring me olive oil." But she feels too shy to do so. Her friends invite her to smoke to fit in and be considered a true friend, but she never wanted to.

A woman whose friends are always partygoers decides to change her lifestyle. Her friends are still partygoers, and they call her every night and every week, inviting her out. She can't say no, and every night when she returns home, she feels like she's wasted her time.

Negative Emotions

Another severe harm that passiveness does to us is causing negative emotions that linger in our minds.

Feelings of Anger: It's happened to everyone. You felt shy, didn't speak up, and your rights were violated. Then, both you and the other person become angry. Feelings of anger are quite common among shy individuals. It festers inside and, after a while, you become irritable.

Feelings of Fear: New situations always trigger your fear. You become someone who lives with fear.

Feelings of Envy: You couldn't present yourself in a way to be noticed, but you envy those who grow and succeed. How much do people gossip behind the backs of successful women? How much negativity do they spread about hardworking women who have achieved great positions? It's all driven by envy that passiveness has brought upon you.

Feelings of Shame: When you fail to assert your rights, it feels like you owe something to yourself, and you feel ashamed.

Feelings of Guilt: You could have had a better position. You could have progressed. You could have had a much better status, but due to some circumstances, you always feel guilty.

Your passiveness also has significant societal consequences as it opens the door for arrogant individuals. Every time you don't assert your rights, the oppressors become stronger, and each time you step back, the bullies advance, betraying the society.

This makes life harder for other people. Future generations are left with a society full of wolves, aggressors, angry, cruel, and unjust people because you've let your rights slip away.

Feelings of Regret: How much regret lingers within us. I mentioned earlier that someone who has become one of the world's top surgeons still regrets not pursuing her dream job. A woman who is happily married with several children and genuinely content with her husband still regrets her single life due to her passiveness. There's also a lot of regret about the things we could have done but didn't, places we could have reached but never did.

Feelings of Resentment: You say someone has wronged you, and you hate them. While, in reality, you couldn't assert your rights. All these harms make you resent yourself. The person who is always with you, who you are today, is yourself, and today, you are bad with just one person, yourself, because you've been shy. What's worse than being your own enemy?!

Feeling the Brunt: Revisit this chapter once more and complete the Injury Worksheet. You must write down all the items at least once and show your passiveness injuries to yourself.

By writing down these passiveness injuries, tell yourself deep within your mind, "It's true that I've tried many times to overcome passiveness and failed, and it has caused me pain and shame. But the greater pain is to remain timid. If I had the courage, I might have held a higher job position. I could have been famous. I could have had a dream life. So, I'm leaving passiveness behind."

So, the first and most important step to becoming a courageous woman is to implement the Injury Technique.

The Wrong Behavior Cycle:

The Cause of Passiveness

With all its harms, how can we rid ourselves of this passiveness and passiveness? Let's start with a simple definition of passiveness.

Failure to perform the correct behavior or engaging in the wrong behavior to achieve our desires, due to wrong thoughts or lack of skills.

You have a desire, and to attain that desire, you either fail to perform the correct behavior or engage in the wrong behavior. Why? For two reasons:

1. You have wrong thoughts.

2. You lack the skills.

The Checkbook Incident

I'll share an example from my own life. When I was designing a website, I needed to obtain a checkbook from the bank, but I wasn't doing the right thing. The right thing to do was to go to the bank and request a checkbook. However, I wasn't doing that because I thought they wouldn't give me one, absolutely not! I was thinking, "They won't give me a checkbook." At that time, I didn't have an office; I was working from home, and I had the wrong mindset.

Once, I went to the bank and asked one of their employees, "Can I get a checkbook?" They asked, "Do you have a business license?" I said no and left.

But my wife told me, "You went to the wrong person. That employee is for regular people, and it's obvious they would say no. But you're not a regular person. You need to go straight to the bank manager's office. That's something

not everyone does. When you do this, they'll see that you're different, and they will treat you differently."

So, I did just that, and things went completely differently. I went inside the bank manager's office and said that I needed a checkbook. It was a completely different experience. The bank manager himself asked me to sit down and guided me through the process. He asked, "If you don't have a business license, can you prove that you have a good income?" I replied, "Yes, my work is from home, but my income is good. You can check my account."

The interesting part was that things worked out. My desire was to get a checkbook, and by doing the right thing, with the right person, using the right words, I achieved my desire. Before, I didn't go to the bank manager; I went to the wrong person. I'm sure in many cases, you do the same.

For instance, a woman who says, "I have a brilliant idea, but I don't have the capital," thinks that no one will invest in her. She either goes to the wrong person or makes the wrong request.

Two people with the same skills attend a job interview. We reject one of them completely, while the other one, by behaving differently, with different conditions, gets hired. Different behaviors lead to different outcomes.

Exacerbating Passiveness

This is where we need to talk about the cycle of wrong behavior. Consider someone who is weak in confronting strangers and avoids sensitive social

situations. They don't see strangers, so they never acquire the skill of talking to them, and as time goes by, they become even shyer.

It's exactly like someone with weak arms who can't lift weights. They don't use their arms and, as a result, their arms become weaker and weaker. It's the same here. You lack the skill, escape from situations, and don't acquire the skill.

For example, you lack the skill of advocating for yourself, so when a customer comes, you either delegate the task to your colleague or keep your distance from the customer. This, in turn, prevents you from practicing this skill, and you become weaker. What is the result of this cycle? You distance yourself further from your work, your income decreases, your growth halts, you become more discouraged, and this faulty behavioral cycle continues until you shut down your business.

Suppose someone wants to create an informative media platform, but they record videos infrequently and rarely update their website. When they record fewer videos, they naturally don't learn how to improve their video content. They don't create creative videos, so they don't receive positive feedback. The few lukewarm comments they get discourage them. As a result, they think, "People don't like it. Let's post videos less frequently. Actually, let's post once every two weeks, or maybe even once a month."

Time passes, and they eventually give up on the media platform, and everything comes to a halt. This is the power of the faulty cycle of wrong behavior.

Many of you have a habit of always letting your rights slip away. You might say, "The fruit vendor overcharged me; the rest of the money is yours, my dear!" The

response you get is, "Just leave it. If I say something, it'll lead to a four-hour argument. I don't have the patience for it. It'll just cause trouble."

See how much their courage has diminished. They've refrained from exercising their right to such an extent that they avoid even the smallest confrontations. They avoid situations as minor as getting the rest of their money from a taxi driver.

Sudden Outbursts of Anger

Suddenly, you enter a room full of people and engage in a heated argument with one of them. Everyone is surprised. This is the result of the faulty cycle of passiveness. You can start building a positive cycle of courage right now. Before entering real situations, you can practice at home.

When you practice, you become stronger and then implement it in real situations. Afterward, you receive positive feedback and feel better. You practice more, become even stronger, and face more challenging and diverse situations.

This way, your skills become stronger and stronger, and you become a more courageous person. Eventually, you find more motivation to enter extremely challenging situations. This helps you multiply your skills.

The First Rejections

I began my sales career, and some customers rejected me initially, but I didn't give up. The story dates back to my college days in Bandar Abbas when I sold cosmetics and hygiene products. I enjoyed the work and studied about sales. My motivation led me to approach seven or eight of our relatives. One or two of them placed orders. I noticed that my speech had become smoother, as if I was becoming more capable of handling the job. So, I went to some of my mother's friends. I introduced my products at language institutes where I used to teach and at various other places.

I didn't let the initial rejections affect me negatively. I approached seven or eight people, but I received only one or two orders. I could have thought about the five or six others who said no, but I turned the cycle into a positive one for myself. Along the way, my presentation skills improved, and I created more opportunities for myself. With the sales skill I developed, I was able to start my own business in Tehran and successfully face extremely challenging situations.

Many women tend to be trapped in the faulty cycle of passiveness when entering new social situations, not knowing how to behave among strangers. If they happen to encounter a stranger, they often make mistakes. This makes them less inclined to attend gatherings and mingle with strangers.

Here, learn that when you don't know what to do, the best course of action is to ask questions. Ask questions. Many people think that asking questions is unattractive, while being wrong is unattractive.

Two Important Lessons About the Faulty Behavioral Cycle:

1. Seek out small opportunities and use your new skills in those situations.

2. Celebrate even the smallest successes you achieve along this path and congratulate yourself.

The important thing is to break this faulty cycle. Small opportunities provide you with skills, and skills give you the enthusiasm to enter new situations. This is what we practice together in this book. The path to becoming a courageous lady is exactly this.

End of Chapter Two Exercise:

Ladies, we've successfully completed Chapter Two. Your final exercise for this chapter consists of two parts. Firstly, complete the "Harm Questionnaire" considering your passiveness-related harms and problems.

Secondly, write more examples for the "Triple Opinion Technique." The more you practice, the faster you will create a positive cycle of courage for yourself. Start Chapter Three as soon as possible. Don't delay! I'm looking forward to it.

Chapter Three

Hello, Madam President,

Welcome to the third chapter of the Character of Courage book. In this chapter, I want to teach you how to cultivate the habits of courageous women within yourself so that you naturally and comfortably behave like a courageous woman in various situations.

(Slide Image)

Which of these two ladies in the picture do you think is low on courage and which one is courageous? Let's review together. The lady on the right holds her head high, smiles, maintains eye contact, has relaxed shoulders, a straight back, and stands confidently.

But how about the lady on the left? Her head is down, her face is somewhat hidden, her chin is tucked, her shoulders are slouched, her hands are crossed over her chest, and her feet are turned inward. Surely, as you compare these images, you feel that the lady on the right is a courageous woman, and the lady on the left is timid. In this chapter, we'll talk about the appearance of courageous women.

Let's take five deep breaths together and start this chapter.

- 1.
- 2.
- 3.
- 4.
- 5.

The Impact of Inner State on Body Language

It is quite clear that our body language has an impact on others. You, yourself, can tell whether someone is courageous or not based on their facial expressions, body language, and posture, known as body language.

Others look at you in the same way. Forceful and assertive people may look at some of you like this:

"This lady seems courageous. Let's not mess with her. But that lady appears timid, reserved, and submissive; she might be an easy target."

But, more importantly, our inner state is not separate from our body language, meaning our inner state profoundly affects our appearance. This fact has been tested repeatedly.

Look again at the image at the beginning of the chapter. We all tend to exhibit certain behaviors according to our current emotional state. For instance, someone feeling sad may want to slouch, drop their shoulders, and round their back. Someone feeling scared might put their hands in front of their stomach. Conversely, someone feeling happy would have open hands, an upright posture, and a smile.

So, if you spend a lot of time slouching, keeping your head down, and being in your own world, chances are you're either low on courage or feeling unhappy, tired, or anxious. All of this can be observed from your appearance. If you transform into a courageous woman, its impact on your appearance will become evident. You'll become someone with their head held high, smiling, and so on.

The Impact of Body Language on Inner State

Now, I want to tell you an even more crucial point. We've covered all of this to get to this point. We've said that your inner state affects your body language, but what about the reverse?

This question has puzzled many scientists. Does our body language also affect our inner state? In other words, if we push our chest out, lift our heads up, put a smile on our lips, and open our hands, does this actually generate courage within us?

This question led scientists to design experiments and, to a considerable extent, prove its validity. Now, I want to describe one of these experiments to you. Yes, your body language has a significant impact on your inner state.

The \$50 Gambling Experiment

They brought together two groups. They told the first group to display confident gestures, meaning raise their shoulders, open their hands, and show themselves as powerful. Like wrestlers or someone who has won a competition, raise their hands, hold their heads high, and stand straight. But for the second group, they told them to take on a defeated posture, frown, drop their heads, hide their faces, put their hands on their chest, and bend their backs.

They kept both of these groups in these positions for a few minutes. They said they wanted to take pictures of them. But the real experiment started from this point onwards.

They gave both groups \$50 as a gift. They said, "You have a chance to participate in our lottery. There is a 50% chance that your \$50 will double, making it \$100. There is also a 50% chance that you'll lose it. If you agree, let's do it."

Something interesting happened here. Many of those who had taken on the confident gestures said, "We want to take the risk. We have the courage for it." But conversely, those who had taken on the low-confidence gestures were much less willing to take risks. Most of them said, "No, just give us the \$50; it's enough for us." They didn't need to resist because they had received \$50 by chance.

It was very interesting that the behavior of many of them was contrary to their usual habits. For example, members of the low-confidence gesture group would say, "We've always been into gambling, but we don't know why we didn't feel like taking this risk."

But in the high-confidence group, there were also those who would say, "We've never been into risk and gambling, but now we feel like doing it." This study was one of the hundreds of studies that showed, yes, your outward appearance has a significant impact on your inner state.

If you take on confident gestures before an important meeting, you'll see its impact on your self-confidence. Suppose you have an important business

meeting half an hour later and need more self-confidence. You can go to a room or a restroom and take on a victorious posture for a few minutes by yourself. This small act can help boost your self-confidence, and you'll genuinely feel more courageous in the moment.

2. Body Language Weakness: Passiveness

When it comes to social self-confidence, it refers to how you face people and express your desires. In this conversation, you need two habits in your body language to become a courageous woman. However, most shy women don't have these two habits, and in fact, as Iranians, we all have this weakness.

Eye Contact

Timid women are not used to making eye contact, but when someone is talking to you, as a confident woman, you should establish eye contact with them. This shows that the person is important, and you value what they are saying.

When engaged in conversation, you should maintain eye contact when making requests or asserting your rights, whether it's in friendly conversations or serious and stressful discussions. Your head should not be down, you should not be distracted by your phone, and your eyes should not wander around.

Interestingly, timid women, when under stress or anxiety, tend to become more shy and avoid making eye contact.

So, after reading this chapter, I want you to pay attention in the coming days to how much eye contact you establish when speaking with people, both close acquaintances and strangers.

Smile

Regarding body language, the second point for self-confidence in communication is smiling. They say the most valuable and entirely free gift you can give to people is your smile.

Many women, especially those who are shy, don't smile. They don't even smile when they are happy. Others cannot see their joy and happiness. Therefore, you must learn and get into the habit of smiling in your conversations.

Smiling is not just for fun and friendly gatherings. In very professional discussions, when your smile is on your lips, it shows how much control you have and how appealing and pleasant this conversation is for you. So always smile!

Even in stressful situations, like when you are sitting in front of someone and want to assert your rights, a smile on your lips shows the other person that you are confident and unafraid. A smile on your lips also affects your inner state, making you feel more confident.

I ask you to investigate this aspect in the coming days. How often do you smile in your conversations? What do those around you say about your smile?

When You're Not Used to It

Now, you have a very important question. You might say, "I'm not used to making eye contact. I'm not used to smiling. What should I do?" Well, I didn't have the habit of any confident behavior when I started on this path either. When I faced a stranger, everything I had learned went out of my mind. At night, I'd tell myself, "You knew how to express your opinion confidently, so why did you stay silent? You knew how to say no, so why didn't you say it? You knew how to present yourself effectively, so why did you sit quietly?"

The most interesting memory I have of this issue was when I had just started teaching online classes. It was the early days of the COVID-19 pandemic. At the beginning of the class, I told myself I had to make eye contact through the camera, but by the time the class started, I would forget.

The class would end, and I'd realize I had spent the whole time reading the chat at the bottom of the screen or looking at the top right corner where the slides were. Somewhere during the session, I'd remember that I had to look at the camera, but by then, my words had slipped my mind. I don't want this to happen to you either. So, how can we develop these skills into habits? How are habits formed?

How to Build Habits

Well, let's talk about this: there are many skills we need to use to become a confident woman. How can we turn these into habits?

I don't just mean eye contact and smiling; I mean all the techniques you learn in this book, like assertiveness, claiming your rights, saying no, and everything you need to become a confident woman.

If these skills don't become part of your habits, you will never be able to use them in sensitive situations.

For teaching this concept, I always use driving as an example. How do we learn skills like driving?

Driving is one of those skills that on the second day, when you get out of the car after the lesson, you say to yourself, "I'm never going to learn this." You wish you were rich enough to hire a chauffeur and never have to drive. That's exactly what we said, and all those who attended driving classes have had this experience.

But after a year or two, you're driving long distances, city to city, and it's interesting that you're on the road and not even thinking about driving. You think about other things, your exam, talking to someone, listening to music, and singing along with the singer.

How did we learn it? Yes, through practice. But what I mean is, what happened in our brains that we mastered it? If you understand this, you can learn the rest of the skills in the same way.

This makes some skills automatic; skills like speaking, writing, cycling, swimming, and skills like smiling, making eye contact, introducing yourself, and so on. How are they created?

We've spent several months simplifying this complex scientific subject into plain language. I hope you can use it to build a confident character.

Neuronal Pathway

Any activity you want to perform involves neurons in your brain. For example, when you want to blink, several neurons from the brain's motor center move and transmit themselves to the cells responsible for controlling eyelids in the brain. Then, these neurons move back from the brain to reach the eyelid muscles and influence them, causing you to blink.

The first time you do this, it's challenging for the brain because it hasn't traveled this pathway before. Neurons struggle to find their way, and they might even get lost along the path!

However, every time you repeat an activity, neurons find the route more quickly and reach their destination more easily. From a certain point onward, your brain gets to work and builds a pathway for that specific activity. When you repeat this activity more often, your brain paves the way further.

In your brain, a so-called neuronal pathway has formed for the desired activity. Consequently, you become accustomed to an activity when a strong neural connection is established between the required nerve cells.

When you decide to learn a new skill, like driving, it's only challenging for you until neurons learn their way in your brain and create a specific neuronal pathway. From then on, perhaps after 20 or even 40 days, you may find yourself driving without even concentrating on it.

Any skill you practice correctly becomes a habit. What skill would you like to turn into a habit? You just need to find the right way to practice it and commit to it until its neuronal pathway is established. The key to practicing the right way is what you learn in this book about becoming a confident woman.

2 Specific Eye Contact Exercises

I want to mention two main exercises to create and make eye contact a automatic habit through building the neuronal pathway. Do these exercises every day. Allocate just 2-3 minutes for them daily, and see how you truly transform into someone who, like TV hosts and movie actors, establishes strong and effective eye contact with others.

The first exercise is practicing eye contact in front of a mirror. I'm asking you to look into the mirror and talk to yourself for about a minute. The first and second times may feel quite strange. The fact that you're talking to yourself in the mirror is strange, isn't it? But do you know what's even stranger? It's that you can't even make eye contact with yourself.

However, after a few weeks of practicing this conversation in front of the mirror for a minute every day, you'll start to feel the changes. This exercise helps eye contact gradually become a habit for you, and when you're talking to other people, you can establish this eye contact.

The second exercise involves practicing eye contact with a live picture. This means doing the same thing you wanted to do with a mirror but now with the image of a real person. It could be your own image or an image of someone you deeply care about and value. This makes the exercise easier and more enjoyable for you. Look into their eyes and have a conversation with them.

This exercise is somewhat strange as well, but someone who continues this practice consistently for one or two weeks begins to see its daily impact. You'll realize that people are starting to take your words more seriously, that people stop and listen to you.

Previously, when you talked to someone, they were quite indifferent, and you didn't know why. But now that you're practicing eye contact, people stop and pay attention to you seriously. You'll understand how effective this exercise has been. This exercise is intended to build the neuronal pathway for eye contact.

Practice Before Entering Society

You might have wondered if it's really possible to practice on our own and improve our skills. A lady wrote on a piece of paper between seminars for me:

"If we want to be confident, we need to be in society. But when we're in society, we can't behave properly, and we become introverted. What should we do?"

You might tell yourself, "I can't demonstrate these techniques in front of people. No matter how much I practice alone, my mouth locks up when I stand in front of real people."

If you're thinking this way, let me put your mind at ease right at the beginning of this book.

Ladies, I now want to talk to you about the famous basketball study. This research has been one of the most influential studies on habit formation, demonstrating how mental practice affects skill improvement.

The Basketball Study

In this study, scientists brought in 20 soldiers who had never played basketball before and knew nothing about it. On the first day, they taught all of them the theoretical aspects of shooting a basketball into the basket. After that, they divided them into two groups:

The first group practiced with the ball and basket for half an hour every day. However, the second group was not allowed to touch the ball and basket. Instead, they had to practice shooting the ball in their minds for half an hour every day.

After three days, both groups had improved their skills equally. But on the fifth day, the group that had practiced with the basketball took the lead. That's natural for everyone, right?

But the strange thing was what happened on the sixth and seventh days. The instructor came and said, "Those of you who have been doing mental practice only can now engage in physical practice as well." What was truly remarkable was that the ones who had only practiced mentally, after just one session of physical practice, performed much better than the ones who had been practicing physically for six days. They were, for example, twice as accurate.

Isn't that incredibly strange?

What's your takeaway from this?

The basketball study shows us that mental practice alone isn't enough, but when you have mental practice alongside physical practice, you achieve much better results in real-life situations. This is excellent news for all of you. When you read this book alone, you have the opportunity to engage in mental practice. The day you find yourself in real-life situations, you'll be ahead of everyone else who didn't do mental practice.

Gift: 4 Special Mental Practice Techniques

These four mental exercises are very helpful in forming automatic habits for confidence and mastering communication skills.

Keep in mind that this book is here to guide you. I won't do it for you, and simply reading this book won't work miracles. But I'll provide you with techniques to help yourself.

I've personally practiced these exercises, and 15,000 students from the Confidence Lady courses have done them too. We've updated these techniques for the book, and they're now even more effective, and we're giving them to you as a gift.

(Download Link)

The Art of Retrieving Money

A while back, I searched on Google for "money retrieval." It was quite peculiar. I saw one of the search results saying, "Message for retrieving money," which means many people are looking for a message they can send to someone to get their money back. Even more bizarre was that people are searching for prayers to retrieve money!

This means that people are searching for a prayer that can help them get their money back. Some people, to whom you lend money, may take advantage of you. You might even think to yourself, "I should make a mistake and stop helping anyone."

You've made a mistake, but you need to learn from it. If you're someone who has lent money and hasn't received it back, you need to first learn from this situation.

Lesson One: Learn to Say No. Much of the solution lies in refusing. In the following chapters, you'll learn how to say no effectively.

Lesson Two: When you lend money to someone, consider the possibility of not getting it back. Even if the other person intends to return it, various circumstances can prevent them from doing so, leaving you empty-handed.

Consider this before lending money: Do everything in your power so that even if the other person can't return 1% of it, you won't be left empty-handed.

A lady lent her wedding money to her friend for a month, expecting it to be repaid. However, her friend fell ill and couldn't communicate with anyone.

While I was preparing this chapter, one of my colleagues told me that her friend had a family workshop, and the owner of the small workshop had told her that she should double the money she lent him; otherwise, he would physically harm her. Her friend had gone to great lengths to gather this money from different sources. Only 40 days were left until the due date, and she had to either come up with the money or face dire consequences.

A shocking turn of events: 10 days later, the person who had borrowed the money and had it in her bank account had a fatal accident and passed away. According to the law, this money was frozen. First, she had to pay around 30-40% in taxes to unlock the funds, which would take a minimum of three to four months. In other words, that lady lost her entire workshop, and all her efforts went in vain. What could she have done differently?

Continuing with the book, I'll tell you that at the very least, you could have written a handwritten note stating that you lent this money for such and such reason, and it was agreed that it would be repaid. With such a note, you could have at least attempted to retrieve the money in court, but you acted timidly.

So, if there's even a 1% chance that the person might not be able to repay the money, don't lend money without some form of guarantee. Of course, no guarantee is 100% foolproof.

You might say, "I didn't know any better, and I made a mistake by lending the money. What should I do now?"

Step by Step for Retrieval

Now that you want to retrieve your money, the first step is to choose the right channel. How will you proceed? How will you reach them? Do you need to speak to them in person, or is a phone call enough? Or should you consider legal action? Determine which of these approaches is most likely to yield results initially.

You shouldn't corner the other party in a way that makes them feel embarrassed. For example, don't suddenly confront them at their store's entrance, embarrassing them and making them defensive. Find the appropriate channel.

Text messages and instant messaging are usually the worst ways to communicate. One of the worst mistakes you can make in communication is sending an important message via instant messaging. It conveys that your matter is of little value, and you don't care. When you pick up the phone and call, it shows that you're serious.

Since I need it right now

Please completely put aside any passiveness in these matters and ask them. "Hey, you borrowed this money from me and said you'd pay it back. It's been a month now. When can you pay it back?"

"Next week."

"Exactly when next week? Could you specify the day? Because I need to open an account for this money, and I have something important to do."

Explain to them the importance of getting the money back now so that you can plan for its return.

"Ms. [Name], just showing your seriousness can trigger a thought in their mind that, 'Yes, I really need this money, and it's essential.' It makes them think, 'I need to do something serious to repay this money.' In many cases, your seriousness alone can bring them to you."

Go through all the details with them. Pay attention to this conversation:

"When?"

"The end of the week."

"Okay, when on Wednesday?"

"Yes."

"When on Wednesday, can you call me before 5 PM?"

"Yes."

If you've seen any signs of procrastination or indifference, you can ask them:

"Well, if you don't pay by then, what then? Can I rely on what you're saying anymore?"

"Let me calculate it, okay?"

"Sure, but when are you going to call me on Wednesday? Before 5 PM?"

"Yes."

If you've seen them break their word once or twice, you can consider arranging a face-to-face meeting. As long as you maintain your composure, maintain eye contact, and use the techniques described in the second half of the book, things should progress well.

The Art of Finally Retrieving Money

The last thing you can do is ask them to write it down. "I'll give it to you next Tuesday."

"Please, just write that down for me. Your handwritten note with a signature is comforting."

I've done this countless times, and I've always received a response. It doesn't matter whether you can enforce this note legally or not; what matters is that you show the other party that you are determined. In many cases, these actions breathe life into your money, and in today's society, if you get a response 70% of the time, that's a significant figure.

So be sure to practice retrieving money with those four mental exercises, and do it as soon as possible. That concludes Chapter Three of the book, "The Courageous Character."

End of Chapter 3 Exercise

I've taught you exercises for eye contact. I ask you to dedicate 2 minutes daily to practice them. You can use your idle times; for example, practice eye contact while applying makeup. You can practice looking at a real picture in the metro or a taxi. People might give you odd looks, but that's okay. We all have plenty of idle moments where we can devote 10 minutes to becoming a courageous lady.

Start the next chapter immediately because I want to teach you assertive behavior. Healthy assertive behavior means, "I respect you, and I respect myself."

Chapter Four: Healthy Assertiveness

Welcome to Chapter Four of the book "The Courageous Character."

In this book, you'll learn how to boost your self-confidence in communication and become a courageous lady.

I am Razieh Mirzaei, your coach in this book and the founder of the LadyBoss Academy. Here, I share my seven years of experience with you. We have participated in dozens of workshops in this field, read over 100 books, and interviewed more than 1,000 successful women. Now, we present the essence of it all in this book.

Before writing this book, over 15,000 female leaders have attended Character of Courage courses and workshops, and their feedback greatly contributed to making this book the most practical guide.

Congratulations for making it to this chapter. According to our statistics, 80% of those who start a book never go beyond Chapter Three. If you're here, it shows that you've wanted to make a change and becoming a courageous lady is important to you. For that, I congratulate you.

This chapter of the book begins with the discussion of expressing oneself. Let's take five deep breaths together and start Chapter 4.

- 1.
- 2.
- 3.
- 4.
- 5.

Expressing Existence

Expressing existence is the pearl within the shell of your self-confidence. Just as divers search for pearls deep in the sea, bring them up, and reveal their beauty, you must work on your self-confidence and find the inner power to express yourself.

The ability to voice your thoughts and feelings effectively and honestly is the fundamental definition of expressing existence. It means claiming your rights, expressing your thoughts, emotions, and beliefs in an impactful, direct, and sincere manner.

Assertive Behavior

Some people express themselves in a way that causes discomfort and distress to the other party. This is often referred to as aggressive self-expression. In our classes, we call it being confrontational.

On the other hand, some individuals do the opposite. They either don't express what's inside them at all or do so in a way that doesn't allow them to assert their rights. This is termed passive self-expression. In our classes, we call it behaving timidly.

What we aim for is assertive self-expression, where you not only express yourself but also reach your desired outcome while respecting the rights of others.

Ms. Mirzaei, how can I tell if my behavior is assertive or not? How can I know if my self-expression is healthy or if I'm, for example, aggressive or passive?

There is a test designed by Dr. Ratus, which consists of 30 questions. We've provided the test link in the book's gifts for you. Be sure to take this test to see your score. It gives you valuable insights. With the exercises you have in this book, I ask you to come back and retake this test in two weeks or a month. We will also provide you with the answer key. Rest assured, you will have changed.

Ladies, these questions are quite specific to everyday life because they precisely demonstrate how courageous or timid, or confrontational we are in our daily actions. How we operate in our daily lives determines whether we can handle specific situations or not.

That's why the selected questions are generally related to everyday life. Everyone can answer them easily and see their real score. Now, the crucial question is, what is the ideal behavior for a courageous lady? (Gift link)

Ideal Behavior for a Courageous Lady

Today, we need to become familiar with this. From here on, you must practice more and more. Our ideal behavior has three characteristics:

First, expressing existence should be assertive; that means expressing your desires, feelings, and beliefs.

Second, expressing existence should be respectful; this means respecting both yourself and the other party. In many relationships, you'll encounter people who respect themselves but not the other party; they don't care and easily insult the other person.

Often, when you're being aggressive, it's precisely because you don't respect the other party, even though a courageous lady believes that all humans are worthy of respect.

On the contrary, sometimes, you'll see ladies who highly respect the other party but not themselves. They might think they're worth nothing because the other person holds a higher position. Many times, I've witnessed ladies who have provided services to a doctor, architect, or even promoted a blogger. The other party didn't fulfill their obligations, but these ladies didn't allow themselves to speak up about their rights because they perceived the other person as much greater than themselves.

So, the second thing we know is that we are also worthy of respect, just like others.

Third, expressing existence should be fair. You need to consider real conditions.

For instance, you go to a restaurant and are unsatisfied with the service. You express your dissatisfaction, but at the same time, you realize that the waiter

there has completed their work on the first day and made a mistake. It happened once, and you consider fairness.

When we launched our application, during the first week, it encountered a significant problem. It went offline. We considered fairness. The app design team made a mistake, and we overlooked it.

Therefore, ideal behavior is behavior that is assertive, respectful, and fair.

What is the ideal behavior for a courageous lady?

Pursuing your wants and needs without infringing on the rights, values, and thoughts of others, until you achieve the desired outcome.

Until now, we've had plenty of exercises together, and after this, we'll have many more to help you reach this ideal behavior.

Which behavior is appropriate? Many times, I don't know what the right course of action is. In some situations, I get very stressed, become indecisive, and don't know if what I want to do is right or wrong, should I do it or not.

Because all of us have roots of passiveness, this doubt makes our situation worse, right?

That's why in this chapter, I want to give you a criterion for your behavior. Whenever you don't know how to do the right thing and have doubts about whether what you're doing is correct or wrong, you can use this criterion.

How to Work with the Behavior Criterion?

A lady needs money to advance her work and wants to borrow it from her friend, but she's hesitant about making the call or not.

It's in situations like this that there's no way around it, and she doesn't know what to do. Well, she should apply this behavior criterion.

If I call the person now, will it make me feel better? Yes, even if they don't lend me the money, I'll still feel better because I've taken a positive step towards my goal.

Will it harm the other person? If I don't make the call and miss this opportunity, it would harm me, so it's better to make the call.

Is my behavior effective? If I learn the proper way to request a loan, then my contact is certainly effective, and if the person has the means, they will lend me the money.

Is it ethical? If everyone I interact with behaves this way, would the world be a better place? Definitely! If people help each other, especially in situations where I want to start a business, it creates added value, money circulates, and maybe I can even employ a few people. Clearly, the world would be a better place.

Does it inconvenience anyone? No, certainly not. If the person lends me the money, it's understood that eventually, when we agree, I'll return the money to them, so I'm not causing any inconvenience. After all, they're lending me money they're not using. If they needed it, they could say no, and there's no pressure on them.

So, based on this, I'll make the call and borrow the money. I have no guilty conscience or sense of wrongdoing.

For example, if you've agreed with someone that they will come in 10 days to redecorate your office. Today, they've taken the money, measured, and said they'll come back in 10 days to do the work. They even deliver it in one day.

Now, is it okay for you to say, "Let's just write down what you said together"? Is this the right thing to do?

Later, I'll teach you about negotiation skills, but naturally, you might feel hesitant. You should ask yourself:

Will doing this make me feel better in the short term? Yes, having this document in my hand will make me feel better.

Will it harm me? No, because having this document gives me peace of mind, and I won't feel cheated. At the very least, writing it down creates a commitment for the other party.

Is my behavior effective? Yes, when I put a contract in writing, the other party becomes more committed. If someone has a half-cup of something, they might get a little scared, and I understand it.

Is it ethical? This depends on your own ethical principles.

But if nobody helps anyone, and everyone says no to each other, would the world be a better place? No, it wouldn't be a better place. So, you need to think more about whether this behavior is right or not.

Someone who avoids attending new gatherings might have these pretexts and says, "I'm an introvert, and my communication skills are weak."

They have plenty of excuses and avoid going to any new gatherings. Now, based on the behavior criterion, we can evaluate it:

Does this action make me feel better in the short term? Yes, but in the long term, it makes me feel lonelier.

Will it harm me? No, when I avoid, I don't experience the stress, but later, when I see others progressing due to their interactions, it definitely harms me.

Is my behavior effective? No, by avoiding, I never get out of this situation, so this behavior is not effective.

These three aspects help you understand that avoiding attending new gatherings is not the right behavior for a lady leader.

In the same way, whenever you're in severe doubt and hesitation and don't know what the right course of action is, use this behavior criterion. Ask yourself, "Would a courageous lady like me behave this way?" Always keep this behavior criterion in mind.

Many times, when customs, routines, and passiveness bother us, this behavior criterion comes to our aid.

It's a great idea to keep these five questions in your wallet for a while. Create a small card and put it in your wallet. Look at it inside your wallet so that you can make important life decisions right there and prevent routines and customs. Learn the right behaviors as a courageous lady in very important and crucial situations.

Mental Bargaining Forbidden

A large category of extremely unhealthy behaviors rooted in cowardice is when I avoid doing many things because I engage in mental bargaining. I tell myself

that I forgive the missed opportunity and attribute it to the other party; we have a saying for it: "They've offered water to the shrine."

A very tangible example of this is when, for instance, a mother punishes her child, takes away their joys, genuinely sacrifices herself, but not out of altruism, rather out of cowardice. Otherwise, altruism means unconditional love. Altruism means sacrificing my life with happiness, without expecting anything in return.

But this mother is always engaged in mental self-flagellation and self-pity. She's always secretly making deals with herself. In her heart, she's made a deal: it's okay. When I get old, this child of mine is supposed to be my support. When I'm elderly, he will take care of me.

You lend money to someone, and they don't pay you back. You don't go after what's rightfully yours. In your heart, you're bargaining. You say to yourself, "It's okay. Someday, it will come back from somewhere else."

No, you're just embarrassed, and you put the labels of altruism and forgiveness on it.

You don't go somewhere and don't assert yourself. You give undue discounts somewhere, you do work for free because you're a coward.

Women who are starting their personal businesses make a lot of these mistakes. Deep down, they say, "It's okay. It will be compensated somewhere else."

One example is a woman who does work at a lower price than the market or family and friends come to her for services and don't pay; for instance, a makeup artist, a painter, or a seamstress. Deep down, she says it's okay; they bring me more customers.

Believe me, they talk like this. The fact that you bury embarrassment under the name of mental bargaining and forgiveness is one of the unhealthiest human behaviors, both in the family and at work. You have to abandon all these habits.

Complaining is forbidden

Someone who complains is referred to as a "shameful quarrelsome." It means you're angry, and you feel like nothing else can be done, so you keep complaining. You're whining. You know that the situation won't change. One of the unhealthiest behaviors is complaining. Why?

Because it has the downsides and losses of cowardice, as well as those of belligerence. Jim Rohn has a fantastic quote: "If you don't like how things are, change it! You're not a tree." What a beautiful statement. We're not trees. What a wonderful statement. We don't have to be stubborn.

Here are a few examples for you to fully understand the concept of surrendering and changing:

It was about two years ago when one of my students said, "I'm not satisfied with my boss. He's very demanding. He makes me work too much. All of my tasks are urgent. I'm tired."

"Alright, then quit," I said.

"No, in the end, I need that money for my university tuition. I have to stay."

"Well, be quiet about it."

Of course, if you want to make a change, you can read and educate yourself alongside your current job. Attend different courses, improve your skills, receive training, and learn the necessary tools to be able to have another job.

Or give it up and if you don't have the ability to find another job, then accept these conditions and surrender to them.

Another example is those who complain about their country, I mean any country you live in. If you know me from before, you've almost never seen me complain.

I ask all those who complain about their country: why don't you emigrate? Most of them say there's nowhere to go, with this dollar rate and this situation, they won't allow us to leave, and we don't even speak the language. I say, "Then be quiet."

If you don't have the skills to find a job elsewhere, if you don't even know the language to go somewhere else, then this is your condition. Change the conditions of your country, change yourself, or leave this country. Your choice may be any of these, but again, we don't have complaining.

In my private sessions, it was quite common for female managers to speak negatively about their employees and complain. They would say, "We don't have good employees right now. They are not diligent or responsible. We have fearful and lazy employees coming to me."

Most of these managers neither had the extra money to offer higher salaries nor possessed specific skills or experience that would make employees say, "Instead of higher pay, I'll learn these skills and gain experience."

Years ago, in my advertising agency, I used to offer internship programs and put out calls for applications. Among those who applied, I would conduct interviews and tests and select only a few. We had a high demand for unpaid internships lasting from three to six months. Why? Because they knew that within our organization, there were so many extraordinary things they could learn, skills they could acquire, their self-confidence would soar, and they would receive plenty of training to become a lady boss. The value of these opportunities was much higher than just a paycheck.

So, in my opinion, if you can't find good employees, either accept it and move forward with the employees you have or change the conditions. When I say change the conditions, it means you have two options: either make your business more profitable so that you can offer higher salaries and attract experts, or improve yourself and invest in yourself so that at least one employee, for your sake and because they learn from you, would want to work with you. But under any circumstances, we don't have complaining. Either accept it or change it.

I receive many messages from young women aged 20 to 35, even those who are 30 to 35 years old, saying that they are stuck at home, and their families don't allow them to work. Living at home is very difficult. I say the same thing to them:

Either accept it or change it. Let's see if anyone can say anything if you cover your living expenses yourself. You expect your parents to both provide for you and support your hobbies while wanting to do whatever you like according to your beliefs. It doesn't work that way. Either accept it and stay at home, or improve yourself gradually to be able to get what you want. But under no circumstances do we have complaining!

The worst form of embarrassment is when you don't try, don't express yourself, don't exhibit healthy behavior, and try to vent it all out through complaining. But complaining doesn't help at all. Erase it completely from your life!

One-Minute Review:

Let's review together for a minute. The first obstacle for the shy lady was that she didn't know what the right course of action was.

To speak or not to speak? To express or not to express? Your behavior entirely indicated what the right behavior was.

Your family came to your salon again, and you didn't ask them for money. Based on the behavior criteria, was this behavior right or wrong?

Someone owed you money and didn't pay. You made an agreement with them again, and that time passed too. Now, you're hesitant to call them. Is your behavior right or not?

Workbook Exercise:

From the things you haven't done in the past due to cowardice, from which you've missed out or didn't know what the right course of action was, or where you've adapted, make a list now and assess them based on behavior criteria.

Someone you care about calls you and asks if they can use your home for a night, for instance, for their fiancé's birthday surprise. They want to surprise them and say that you shouldn't even be there, implying that you're not invited. On one hand, you want to say no, but on the other hand, you're concerned that rejecting it might end the relationship, and your relationship is important to you. What is the right course of action?

Some might be happy with this proposal, but you may be very sensitive about your home, especially if they say you shouldn't be there, implying that you're not invited. On one hand, you want to refuse, but on the other hand, you're worried that refusing might break the relationship, and maintaining the relationship is important to you. What is the right course of action?

We have to gather our courage from these everyday behaviors so that we can be courageous in life's pivotal moments. Now, write your own examples:

.....

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.....

Behavior Analysis Exercise

In any situation, we can have three behavior models:

1. Assertive behavior
2. Passive or timid behavior
3. Aggressive behavior

One of the very effective exercises that helps you become proficient in assertive behavior is to analyze different situations:

1. If I were to act timid, what would I do?
2. If I wanted to act aggressively, what would I do?
3. Ultimately, what is my assertive behavior?

Do this exercise extensively because it truly helps you quickly build the neural pathway for assertiveness.

We Have Three Behavior Models

Let's illustrate with an example. You have bought some items and now want to return them. How do you behave?

Based on the behavior criteria, naturally, it's your legal right not to return the items you have bought and realized you don't want. This is your natural right all around the world.

The first behavior is aggressive. For example, you throw the items in front of the seller and say:

"What is this you've given us? The same items are half the price in the market. It's 50,000 Tomans cheaper. Your items don't even have the quality. Why did you treat me like I don't understand? Did you really think you could survive with this kind of behavior for a few years here? Do you really think people are laughing at you? This is how you are now."

But well, an overly aggressive person does this. They exaggerate to the point where the other person loses respect and they say, "Take your money and go!"

The second behavior is timid. For example, you say:

"Sir, I'm really sorry. I made a mistake a few days ago buying these items from you. It was my own foolishness. I didn't realize I didn't want these. Now I'm in

serious trouble. I need this money for my sister; she's very sick. Please take these items back so I can pay the hospital. I really need it."

You probably tell four lies as well. For example, you say your sister is very ill and you need the money for the hospital. Then, please remove the items from me so I can pay the hospital. I really need it.

See? A timid person talks like this. They tell a thousand lies and play a role.

The third behavior is assertiveness. For example, you say:

"Hello. I bought these items from you a few days ago, but I've calculated and realized that we have more than we need. We won't be able to use these items. I would appreciate it if you could take them back."

*Note for better learning: As you read the examples, it might be helpful to ask yourself, "What would I say if I were in their place?"

Mistaken Teacher

A teacher says something that I believe is wrong. What should I do?

I stand up and say, "Excuse me, ma'am, what nonsense are you talking about? Do you think people don't understand? I have understood that what you're

saying is completely wrong. I'm sorry that you're wasting people's time and talking nonsense like this. It's not the way you're saying it, and..."

What behavior is this? Aggression.

Alternatively, I might sit quietly and say nothing. Worse yet, I might mumble under my breath, saying, "When I leave the class tomorrow, I'll tell four of my friends and acquaintances: yeah, so-and-so said some nonsense and left. I'm not going to their classes anymore."

What behavior is this? Passiveness.

Criticism in a group setting is generally wrong. Ladies, when you bring up criticism in a group, at that moment, the person is focused on saving their dignity, and your criticism in the group becomes useless. So, my assertive behavior would likely be to write down my criticism and deliver it directly to them. I would write on it:

"Thank you for your beautiful speech. I've learned some valuable points from you, but the topic you discussed is incorrect. I have expertise in this area, and I know the correct approach. It may mislead your participants. Therefore, I kindly request you to correct it."

I would hand them the note after the speech, during a break, or at the end of the class.

Deliver your criticism assertively to give them an opportunity to correct it.

Mistaken Advertising

I ordered a page for my business's advertising, and for some reason, it hasn't met my expectations. Everything might have gone as planned, but the result isn't what I expected. What should I do?

The aggressive behavior is to start cursing and accusing them in the chat and WhatsApp you have, saying, "Yes, you are just another scammer. You promised a great return on investment. So-and-so was much better than you and charged one-tenth of your price. How shameless can you be! I'll go to the police tomorrow. If you don't refund my money within the next 24 hours, I'm going to such-and-such..."

Timid behavior is to thank them and say nothing. Then, you might put it on your story, "Yes, so-and-so took my money."

But assertive behavior is what will get you results. So, I would message, "Hello, Mrs. So-and-so, thank you for running my advertising. However, the feedback I received differs from what I had anticipated. I don't want to say it's your fault, but I wanted us to review it together to understand the cause of the problem. This way, we can mitigate the losses together. Thank you in advance for your cooperation."

This is a message I can send. If I'm working through an intermediary agency, I can ask them to follow up for me.

In this way, you can assertively express your feelings, state your opinion, and make your request.

Written Exercise

Alright, now it's time for your exercise. I'll give you two situations. Express these two situations assertively, aggressively, and timidly.

1. When your colleague or partner is late for a meeting.
2. When you've messed something up at work, and your colleague is making fun of you, calling you foolish.

My dear ones, you have 3 minutes. Please don't flip the page. Sit down right now and do it. After 3 minutes, I'll provide my own feedback on these two situations. It's a great opportunity to compare your response with mine.

[...]

[...]

[...]

[...]

Thank you for taking the time to sit down and complete the exercise. I'm proud of you.

Answers to the Written Exercise

Now, what would I do in these situations? I've provided my response to this exercise in video format as a bonus in the book gifts for you to review. You can watch it now to compare your response and see my tone and body language. Get this bonus right now:

[Bonus Link]

End of Chapter Four

When you review your behaviors and analyze the differences in various situations, you can create assertive behavior beautifully and find clues to assertiveness in the process.

Chapter Four of the Character Building book has come to an end. In this chapter, we provided numerous examples and covered the most practical situations that you'll encounter on your path to progress.

chapter 5

Hello, Mrs. President,

Welcome to Chapter 5 of the Character Building book. I hope we'll have some extraordinary moments together. I am Razieh Mirzaei, your coach in this book, and I have some good news for you:

With this chapter, we will complete the first half of the book and move on to the second half. In this chapter, we will finish the topic of changing low-confidence roots and delve into learning high-confidence techniques.

Here, I want to ask you a question: If regret and remorse were completely eliminated from your life, how would you feel?

Regret is for the times when you didn't express your desires and naturally lost them. Remorse is for the times when you had the right but didn't ask for it and lost it. What is the world like without regret and remorse?

Imagine that when you finish this book, you have completely learned how to say no. That means when you say no, it creates no trouble for you, and the other person isn't upset, but your relationship with them even improves.

Imagine being entirely skilled at not allowing your rights to be violated. Someone who possesses these skills no longer feels regret, no longer holds onto remorse. What kind of feeling do you have then?

I want you to take 5 deep breaths and think about that world without regret and remorse of yours. Imagine it until you can feel it again.

- 1.
- 2.
- 3.
- 4.
- 5.

A Very Special Point

With heartfelt congratulations, the first half of the Ms. High Confidence book has come to an end. I want to teach you a technique here with much enthusiasm. I attend various training courses, and over the past few years, it has truly contributed to my personal growth. I have invested heavily in my education, both during times when my financial situation was tough and now.

For example, several years ago, I learned web design, and the result was that I launched my own website. As soon as I arrived in Istanbul, I enrolled in international colleges in Canada, making the path to registering at Lady Boss Academy in Toronto much smoother.

You surely see many people attending various training courses, but nothing happens in their lives. The problem lies in how people learn. Unfortunately, we have been educated in schools where each session taught us many new things,

and we had to memorize everything, merely increasing our knowledge. However, none of these things led to a change in our lives.

I've learned from this issue. When I attend a new course, I don't aim to acquire a thousand new things. Instead, I want to gain something that can create a change in my life today. That one thing might be in the first ten minutes of the class, it might be after the third session, or it might be towards the end of the course.

Imagine going to a class and learning 1,000 interesting points, but how many of them can you implement in your life? None. However, if you only know one thing that you can use in your life and create a change, it's very valuable.

Of course, put yourself in my shoes. As a coach, I can't just tell you that one thing. Thousands of people read our books and attend our academies, and each woman has her own specific concern.

In this book, I have to include various points, but one or two of them might be that very special point for you—the one you'll say, "It was really worth waiting for this book." I say for many of you, that very special point might be the three-point assertion technique I taught you in the first chapter. Perhaps one point from the beginning of this chapter was that very special point you've been searching for for years.

Find your very special point.

For the exercise at the end of the first half of the book, I want you to review what we've covered so far. Write down your very special point, and if you'd like, share it with us. Direct it to the Academy's support page, leave a comment under the last post on my page, or post it in your story. What was that very special point for you?

Review what we've accomplished in the first half of the book. What have we learned? Where have we reached? This time, be sure that your very special point is among these. What was it?

In the first chapter, we discussed low-confidence roots and dedicated the first half of the book to changing low-confidence roots. In the second chapter, we opened up the issues of passiveness for you to be able to execute the three-point assertion technique in detail. Alongside that, I showed you how a lack of skills and avoiding situations can make you less confident and create a vicious cycle of low confidence. I taught you how to break the cycle of low confidence and create a high-confidence cycle for yourself.

Next, I gave you exercises on the external characteristics of Ms. High Confidence. I explained how to establish eye contact and make the lip-smile technique a habit for yourself.

In the following chapter, I taught you healthy assertiveness so that your behavior includes both self-expression, respect, and fairness. I taught you how to draw the behavior line to recognize what is right in social situations.

In addition to all these things I've taught you, I've put plenty of techniques at your disposal. You learned the assertion technique in the very first chapter. You

specifically practiced it for financial matters. We worked together on the effective three-point assertion technique and practiced asking for your rights. Here, we successfully concluded the first half of the book. Congratulations to you.

The second half of the book is specifically dedicated to high-confidence techniques. Each session comes with techniques and exercises. For instance, in the next session, we are going to talk about saying no. This is the best educational book you could have chosen for yourself. It's the best investment of the year for you. Be sure of it!

Now write here what your very special point is:

.....

.....

Chapter Six:

Saying No, Ms. High Confidence

Hello, Ms. President,

Welcome to Chapter Six of the Character of High Confidence book. Congratulations on entering the second half of the book, where you will be learning practical techniques. In the second half of the book, you will learn how to behave in various social situations like a high-confidence woman and see extraordinary results in your relationships. Possessing these skills will help boost your social self-confidence. So let's start together, and I urge you to take the exercises more seriously than ever.

I'm Razieh Mirzaei, your coach for this course, and what I'm sharing with you in these sessions is the result of my 7-year experience and interviews with over 1,000 highly successful women. These are the skills you need to become a high-confidence woman. The prerequisite for all your successes is these skills, which I will teach you in the second half of the book. Now that you've learned how to change low-confidence roots, it's time for high-confidence techniques.

We Are Ordinary People

Right at the beginning of the second section of the book, I want to tell you something very important. I want you to prepare to practice communication skills together. In this regard, people fall into three categories:

1. The first category consists of those who know social etiquette and behave like high-confidence women from the beginning. They have been raised this way from the start or have learned it themselves. They now assert their rights and move forward.
2. The second category consists of those who know nothing and don't follow social norms at all. These are the people we are generally not happy to be around, and we prefer not to get close to them.
3. The third category, which includes most of us, are ordinary people. We are polite. We generally don't hurt anyone with our behavior unless we are in specific situations, such as being in a group of strangers, facing new circumstances, or being under pressure. In these situations, we might exhibit behaviors that do not align with the principles of the Ms. High Confidence character. Usually, our behaviors, as ordinary people, do not work entirely to our advantage in these special situations.

But when you practice communication skills, what happens? It helps you become completely proficient, even in gatherings with strangers, in new situations, or under pressure, you can still exhibit high-confidence behaviors.

We, as ordinary people, have come to the conclusion that we need to become Ms. High Confidence, and that's why we are here. I am proud of you for this decision. I'm sure these teachings are one of the best choices in your life. Something you will later say has divided my professional life before and after the Character of High Confidence. So let's take five deep breaths to start this section together.

1.

2.

3.

4.

5.

Saying No Like Ms. High Confidence

How can we say no like Ms. High Confidence? Over these 7 years, I've realized that for some situations, you need to firmly stand your ground and assert yourself wholeheartedly. Just as there are times when you need to say no and reject certain situations.

In the journey to becoming a Ms. President, knowing when and how to say no becomes crucially important. The main topic of this chapter is about saying no, but how to say no without hurting feelings and without causing yourself trouble?

Many situations arise where you have the right to say no. However, what we often see is that people usually don't say no. Why? Because they feel embarrassed, they get caught up in excuses, they are afraid the other person will be upset, or they worry about not appearing as a good person. And most importantly, they don't know how to say no professionally. Saying no professionally means clearly expressing your refusal without causing discomfort or offense to the other person.

3 Choices for Saying No

When it comes to saying no, two common wrong behaviors, especially among Iranian women, are prevalent.

The first wrong behavior: Suspension.

This means that you evade, run around, and give an unclear response. For example, a friend contacts you and asks for a loan, saying, "I'm a bit short right now. I'll pay you back when I receive my salary at the end of the month." What's your response?

The common response is: "Let me check my account. I'll get back to you by the end of the day." But until the end of the day, you don't provide any information. When the person calls, you don't answer the phone, and you might even turn it off. A Ms. High Confidence gives a direct response, but in these situations, you tend to escape.

What are the consequences of escaping from such situations?

Firstly, you keep the other person falsely hopeful. Because you didn't say no clearly, they might not call someone else or request help from another source, and now their time is running out. You have falsely kept their hopes up, and they might miss their opportunity.

Secondly, your credibility with that person diminishes. Afterward, they may view you as someone they can't rely on, and they might even speak ill of you behind your back. You could have avoided this by providing a direct response.

The second wrong behavior: Bread and Axe (Noon o Aeen).

The second category of people does the opposite and throws a straightforward no in the face of the person: No. Bread and Axe. They throw the word "no" right at the other person's face. This kind of saying no is inherently confrontational, and it damages both the other person and your relationship. A Ms. High Confidence always nurtures her relationships because she knows that relationships are an asset.

The Ideal Behavior in Saying No

Being confrontational isn't what Ms. President embodies, and being shy won't help you either. So, what is the ideal way to say no?

Ideal no-saying is firm, respectful, and fair. In this section, I'll provide you with various examples because one of the best tools you have in your life toolkit is professional no-saying. You need it in various aspects of life.

For instance, a supplier, someone from whom you buy products, offers you a deal: "Place a larger order, and I'll give you a much better discount." You don't have the budget, but you're concerned about missing out on future opportunities with this person. So, it's important to say no correctly.

Or perhaps a colleague asks you to cover for them at work. The employer might offer you a new responsibility, while your current priorities lie elsewhere. In these cases, you need to know how to say no and revisit these proposals later.

Your child's school asks for your help, and you want to decline, but you're worried about potential repercussions for your child.

For example, you're invited to a work party, and you need to be able to say no, but this connection is important to you. Or when someone offers you a partnership where they suggest there's no need for a formal agreement, and you need to decline and, in fact, request: "Let's put all the terms in writing."

There are plenty of situations where you need to say no, and the consequences are vital for your future and success. Even seemingly minor requests in your life, like lending a dress to someone, getting invited for dinner, or attending a gathering with your friends, require you to know how to say no. You should practice saying no effectively in these situations because this skill is crucial on the path to becoming Ms. President.

Written Exercise

I want you to write down some situations where you need professional no-saying. You have 3 minutes for this exercise. These should be situations that are very important to you, and you want to practice them from now on. Make sure to write at least 3 examples. (I hope you won't say no to your coach's request):

1.

2. ...

3. ...

How to Say No Professionally?

Now, how can we say no in a way that doesn't create trouble for ourselves and doesn't break the other person's heart? The most professional way to say no is the three-step no-saying technique. This technique is used for times when your relationship with that person is very important, and declining a request is very sensitive.

So, what is the three-step no-saying technique? It's a combination of three no-saying techniques that we've put together.

First Technique: Initial Accompaniment and Positive Expression of Opinion

When someone requests something from you, instead of simply saying no, accompany them and express a positive point. For example, you can say, "Thank you for offering me this opportunity," or "I appreciate you choosing me for this request, but my answer is no."

Second Technique: Saying No and Providing a Reason

This means that alongside saying no, you also give a brief reason to the person. For instance, you can say no because you've promised someone else. You can say no because you have another commitment. You can say no because you

have financial constraints. You can say no because you have different priorities in your life right now.

Third Technique: Offering an Alternative Solution

Even as you decline the request, you provide an alternative suggestion to help the person. For example, you can say no, but you can ask someone else for them. You can say no, but you can check if a bank will give them a loan. You offer an alternative solution so that you can still assist with solving the problem.

The Three-Step No-Saying

Now, when you combine these three techniques, you create an extremely professional way to say no that can help you navigate through very challenging situations. In your journey to becoming Ms. President, these situations will undoubtedly arise because both your relationship with others is important, and you know that you need to say no.

The three-step no-saying technique can save you. So, let's break down each of these stages with examples.

Stage One: Initial Accompaniment

You express a positive opinion so that the other person doesn't feel negative from the start. This way, you can continue the conversation in a positive manner. For example, someone contacts you: "We're thinking about exporting.

We want to bring dried fruits to Oman. We're short on funds. Can you lend us money?"

Well, you didn't want to lend money. So, you can start by saying, "Congratulations. I hope your business goes well."

A colleague asks you to cover their shift next week. They've missed their shift several times before, but this time, for whatever reason, you don't want to. You can start with, "Good news. I wish your sister success."

One of your students is a makeup artist. A colleague told you, "We're thinking of importing materials and cosmetics for the salon. You should partner with us. We have limited capital. Your materials are cheaper, and you can sell them right here in the salon."

Now, how should you start this conversation? You can say, "Thank you for considering me trustworthy."

We initiate the conversation with the first step. Why? Because it helps ensure that the other person doesn't feel bad from the beginning, and you can continue the discussion positively. You don't need to go into your personal life or explain why you don't want to. In the initial stage, you don't need to provide lengthy explanations.

If you're in a situation where you can't explain, you can say, "I'm currently in a situation where I can't explain, but I'm sure you understand." If that person values your relationship, they will accept your reason.

Often, a salesperson may offer you a product at a discount, but you're certain that your answer is no. There's no need to explain your personal life and why you don't want it. Over-explaining in this situation diminishes your stature.

Stage Two: Providing a Reason

You say no and briefly provide a reason. This reduces the pain of rejection for the other person. For example, you say no because you've promised someone else. You say no because you have another commitment. You say no because your money is tied up. You say no because you have other priorities in your life.

Now, Khānum-Rais (Ms. President), if the relationship is important to you, you provide a reason so that the other person understands that you're not rejecting them for no reason. However, you don't need to exaggerate or give detailed explanations. In the initial stage, you don't have to.

The more you explain, the more the other person may feel negative. You may find yourself in a situation where you can't explain everything. In that case, you can say, "Right now, I'm in a situation where I can't explain, but I'm sure you understand." If the person values your relationship, they will accept your reason.

Many times, a salesperson may offer you a product at a discount, but you're certain that your answer is no. You don't need to explain your personal life and why you don't want it. Over-explaining in this situation diminishes your stature.

Stage Three: Offering an Alternative Solution

To show the other person that they're valuable and that it's important for you to help them overcome this issue, you can offer an alternative solution even as you decline the request. For example, you can say no, but you can check if your bank will give them a loan. You can say no, but you can ask someone else to help them. You provide an alternative solution so that you can still assist in solving the problem.

For example, a few years ago, a friend of mine asked for a loan for his business. I didn't lend the money, but I found a supplier for him who was much cheaper and could buy the same goods with the money he had. You can ask the person themselves, "I don't know how I can help you. I genuinely want to assist you. How else can I help you?" Sometimes, when you ask, you'll find that they have another alternative suggestion.

Written Exercise

Now it's your turn. Take those examples you wrote in the previous exercise, and in the next 3 minutes, write down the three-step no-saying technique for each one. Do this exercise with full attention so that you can become proficient in this skill right here.

1.

2.

3.

Main Barrier: Fear of Guilt from Saying No

Now, the biggest obstacle preventing you from saying no is undoubtedly the feeling of guilt that you think comes from saying no. When women tell me, "But saying no makes me feel guilty, Mrs. Mirzai..." I reply to them, "That's not the case. Saying no doesn't make you feel guilty. You're making yourself feel guilty. These two are very different."

When you decide based on the ruler of behavior, it is your human right to say no. If you are doing the right thing, you should not allow yourself to feel guilty. In fact, many people in our society have the tool of making you feel guilty. Especially those who are a little older, they know different sentences and behaviors that can make you feel guilty and can control you.

If you remember, we talked about it at the beginning of the book. One of the worst consequences of embarrassment is becoming the target of others. When someone deliberately or unknowingly behaves in a way that makes you feel guilty, you should stand up to it.

Separating from the Negative Feeling of Saying No

I want to tell you some tips so that you can distance yourself from the negative feeling of saying no and successfully carry out the process of saying no. Keep in mind that no one except yourself can help you separate from this feeling of guilt. So if you are sure that saying no is the right answer, keep your calm and say no.

Don't Apologize

You may say sorry once out of politeness, but don't repeat your apology, don't say sorry. Repeating an apology is not respectful at all. In saying no, a second apology can be very detrimental to you.

First of all, it puts you in a position of weakness and allows the other party to possibly change you, which is very detrimental to you. But more importantly, reputable research has shown an interesting point about how destructive apologizing can be in saying no.

When you repeatedly apologize for saying no, you inadvertently plant in the other person's mind that their request must be accepted. It means you should say yes, and if you say no, you have violated their right. It's not true, but your constant apologies create a sense of entitlement in them and make them more upset. So when saying no is right for you, don't apologize.

Please Don't Over-Explain

Your conversation should be very brief and clear. If you need to provide a reason, state your reason in one or two sentences. If you have any ambiguity, ask a question. Don't over-explain because it puts the other person in a situation where they feel worse and start feeling bad about themselves. Remember, not hearing a no is not easy at all. When someone requests something and you say no, they feel disappointed. Now, when you continue your explanations and justify, you constantly create a worse feeling for the other person. They have these questions in their mind:

Why did I make this offer? What happened to me today? Why did I call this person? They constantly worsen their own feelings. So don't explain.

Negative Aspect of Saying No and Positive Aspect of Saying No

Sometimes, that negative feeling of guilt forces you to give up on saying no. I want you to look at the discussion from a different perspective. When you don't

want or can't do something but don't say no, what negative consequences follow for you?

I want you to ask yourself what benefit saying no has for your relationship. This way, you can better come to terms with yourself.

You're Only Rejecting the Request

Focus on the issue, not on the person in front of you. I repeat: you're not rejecting that person. That person is valuable to you. It's their request that I want to say no to. In your behavior, you've shown that person, "You're valuable to me, but it's your request that I want to say no to."

Remind yourself of these sentences too: That person is valuable to me. Maybe if they had another request, I would say yes to it, but I have to say no to what they're asking for now. There's no need for me to feel guilty or ashamed in relation to that person.

Make a Definitive Decision

If you want your no to be successful, you need to be able to make a definitive decision. This is not always easy. Most people struggle with knowing what to do in such situations. The key question for making a decision is: Does the request you've been given hold value in terms of your time and attention? In any case, any yes you give becomes a commitment on your part. So, you should consider a few things to make a definitive decision:

1. Priority of the Task: You can evaluate any request based on your priorities. If the request is time-sensitive, see if it competes with any of your higher

priorities. For example, if you've allocated your time to prepare for an IELTS language exam and your neighbor asks you to attend a weekend party, but your language exam is more important, you can say your priority is the IELTS exam. If your colleague asks you to cover their shift instead of them, but you have family commitments, prioritize accordingly.

2. Work Pressure: If you say yes, how much stress and pressure will it bring to you? Does the request require a short-term commitment, or does it entail a long-term commitment? For example, if your child's school asks you for financial help, it carries much less responsibility compared to you volunteering your time for physical repairs at the school. So, consider how much anxiety it brings.

3. Position of the Other Party: Imagine a balance in your mind. Consider the position of the other party on one side and the effort their request requires on the other side. For instance, your neighbor wants to borrow your car so that her child can go to a late-night event. How much is your neighbor's position in your mind worth risking your car? In any case, if something unexpected happens and you hear about it personally, what will be your primary concern? Will it be about what happened to your car and who will pay for it, or will it be about the well-being of the other person?

4. Worst-Case Scenario: Lastly, look at what the worst possible outcome might be if you were to accept the request. If the other person fails to meet their commitment, what will be the consequences for you? Many times, people don't consider this aspect at all. When dealing with money that is vital to you, never risk it with just anyone. In the end, what if the car you lent gets into an accident? What questions will you be asking yourself? Will it be, "What happened to my car, and who is responsible for the repair cost?" or "Is the other person okay?" If your answer is the latter, then accept it, but if not, don't enter into such situations.

So, the fourth point you should consider is the potential consequences of saying yes. If the consequences are critical and the situation is vital to you, don't get involved, regardless of how valuable the other person may be to you. If the other person is so valuable to you that you are willing to accept this loss and tell yourself that you're willing to risk your own comfort for that person, then say yes. However, otherwise, don't get involved in such situations.

Can't You Make a Quick Decision?

Making a definitive decision is often not easy. You need more time to consider. To evaluate whether you need more time, you can buy yourself some time. The technique I will teach you in the next chapter is called "time-buying." When you can't make a quick decision, you can buy yourself some time and think about it.

The Use of "No"

Well, the last topic in this chapter is "No." It's not about saying no to bread and water; it's about using the word "No." I told you earlier that this "No" isn't a reflection of Mrs. Pardis; however, there are situations where unfortunately you have to use this "No."

You say "No" so that the other person comes to their senses, realizes that they are pushing their luck, and understands that by repeating their request, they are causing you distress. Here, you can say "No." My answer is negative, and your insistence is making me more stressed. I said no, and if you bring up this issue again, we may have to limit our relationship. No, this is something I don't want to think about, and you shouldn't bring it up again.

In some situations, you are forced to use it. When the other person repeats several times or when you know that the other person is intruding into your personal space deliberately, use that "No." This "No" can sometimes help you make the other person come to their senses sooner and rescue the relationship faster.

Written Exercise

Think about this: Where can you occasionally throw a "No"? I'll give you 3 minutes starting now.

Of course, "No" is not something you use all the time. It might be necessary once or twice a year, for example, if certain circumstances arise, and things get really tough, you can use that "No."

Chapter Seven:

Preventing the Erosion of Rights

Hello, Mrs. President. Welcome to the seventh chapter of the book "Character Pardis."

I am Razieh Mirzaei, your coach, and I want to dedicate this chapter to preventing the erosion of rights.

A crucial question: How can you prevent your rights from being eroded?

I want to start with a story to both emphasize the importance of the lessons in this chapter and impart a valuable lesson within the story. One of the first instances of rights being trampled that I experienced in my professional life in Tehran was related to the startup project "I-Langs." Take five deep breaths and let's begin this chapter together.

- 1.
- 2.
- 3.
- 4.
- 5.

The Story of My First Experience with Rights Erosion

Previously, I had shared with you the story of my entry into the world of business. It hadn't been long since I realized that the future of business and what I was looking for lay in the world of online businesses. I had no knowledge or skills related to it.

I started learning digital marketing and the science of online marketing, practiced web design, attended content production and management workshops, and gradually understood Instagram marketing. I became involved in startup and online business communities.

At that time, there was an event called "Contently" held weekly, a special gathering for content creators. The event organizers would invite a different expert in the field of content production and digital marketing each week. The guest would share their experiences, and we would ask our questions. Occasionally, during these gatherings, a business owner could introduce themselves and recruit collaborators from the audience. I attended these sessions every week for over a year.

In one of these sessions, at the end of the program, a man in a suit and tie came forward and said he was the founder of the startup "I-Langs." He wanted to help Iranians easily learn English through the internet and become proficient in it. "Right now, I need a content manager."

I saw this as a great opportunity. I could utilize my experience in teaching languages in this job. I gathered my confidence. Even though I had no professional experience in content production, and I didn't even have any management experience, I sent my resume that very night. I was even called in for an interview.

During the interview, I presented myself with full confidence. I honestly admitted that I didn't have the experience but assured them that I could handle any task assigned to me. My entire focus was on convincing them to hire me.

Ladies, you see, when after a series of consecutive failures, you reach a point where you're only seeking a minimal success to calm your heart, you're willing to prove yourself and your abilities.

Starting Work at I-Langs

They accepted me to start working. I didn't ask anything about my rights. I didn't inquire about when and how much they would pay. I simply began the work. We also hired four or five others for the content team. I provided them with some training. My job was to determine which content to publish and select article topics. Afterward, I supervised the editing, and of course, I had to liaise with the SEO manager, and all the coordination was my responsibility.

In the few months that I was active, we achieved significant milestones. For example, we wrote and uploaded 200 articles in a month, and the website's ranking improved considerably. However, three to four months had passed, and there was no news about our salaries. I mentioned several times that we should discuss our rights. The salaries for those who were hired as content specialists were clear. Let's pay them.

The startup manager kept coming up with excuses. On the day he introduced himself at that gathering, he said, "Our main business is construction projects, and we are financially secure. We invest our own money, so don't worry about

finances. I want to create a large language platform." I had prior experience in teaching languages and had worked at language institutes, and I knew this was a great opportunity. That's why I focused wholeheartedly on making the job successful and never talked about rights. It was my own fault.

Excuses from the I-Langs Manager

Two to three months passed, and there was no news about our salaries. The startup manager claimed his money was tied up in a particular project, and the client hadn't deposited the payment. "Just be patient," he said. These excuses continued until the content team decided not to work anymore.

Another manager stopped answering his phone. I didn't just lose my salary for these few months; I lost my time. Several months I had wanted to work on my own idea and start my own business. Those team members only knew me because they had been in contact with me. They severed their ties with me, and another failure was added to my previous ones.

I was in difficult financial circumstances, felt emotionally unsupported, had minimal social interaction, and now this pressure and pain added to my existing problems. Why? Because I didn't know how to protect my rights. In this chapter, I want to share the results of my experiences with you. These are the points that I tested and improved over time.

Ladies, it wasn't like I first had my rights violated, then learned a few skills, and everything changed. No, I fell into various pits again and again. This path is the natural route to success. To become a lady boss, you have to accept that there

are many challenges along your journey. Each time, I became stronger than before. Each time, I became wiser than before.

The points I'm teaching you need to be practiced over and over again. Apply those mental exercises I provided to you to all of these techniques to build a neural pathway for yourself. Then, you'll no longer allow your rights to be eroded, and you'll confidently move forward on the path to success.

Preventing Rights Violation Techniques

On the path to becoming a lady boss, you need to gradually master various techniques. Today, I've chosen three techniques that are the most practical and can be quickly learned and applied in various situations. Undoubtedly, a situation similar to the story I shared has happened to you and will happen again. You'll face challenges.

I'll work on the precise techniques with you. I'll teach you the timing technique and provide you with the incredible CD technique. You can master these techniques today, as long as you completely set aside your timidity and become a bold lady.

My dear friends, these techniques are not only useful for sensitive social situations but also for everyday matters. They prevent many troubles and won't allow you to tolerate everyday frustrations. So, you'll have more peace in your life.

Precise Timing Technique

If you want to prevent your rights from being violated, from the very beginning, you must go through all the details with the other party precisely. I remember in the early days when the air conditioner in my house was broken. I called a specialist, and he inspected it, saying a particular part was damaged and needed to be replaced. It would cost 400,000 Tomans. At that time, my financial situation wasn't good at all. However, from my perspective, fixing the air conditioner was essential because I worked from home, and the heat made it impossible to concentrate.

The technician came and spent a few hours fixing it. When he was finished, I asked him how much I should pay him. I don't know why I asked this question. He said 800,000 Tomans. I was surprised and asked, "Why 800,000 Tomans?" He had said 400,000 Tomans was the cost of the part, and 400,000 Tomans was his fee. Now, I'm offering you a discount; just give me 700,000 Tomans.

In those circumstances, this amount was really high for me, and perhaps if I had known the full amount from the beginning, I would have reconsidered. Why did I fall into this trap? Because I didn't know how to go through the details precisely.

If I could go back to day one with my current skills, I would ask him: "What's the total amount I need to pay? I won't pay more. Are you sure?" I might even discuss other aspects of the job with him in detail.

What Details Should You Go Through?

My dear friends, with every agreement, every request you make to someone, you should go through the details with the other party from the very beginning.

This way, you'll fully understand the conditions, and you won't allow your rights to be violated later.

Precise Timing Technique

First and foremost, you must ensure that precise timing is established. When you order something from someone, make sure the timing is clear. Whether it's for repairing your house, buying furniture, preparing for a party, or ordering a piece for your business. If timing matters to you, make sure it's precise. When will you deliver it to me?

I needed a translation of an article for my thesis. With the precise timing technique, I should have known when the translation would be in my hands. I had a presentation scheduled for the following Thursday. I told the translator, "If it's not in my hands by Wednesday, it's practically useless."

You've lent money to someone. You must ask them precisely when they will repay it. If you're owed money, make sure to talk to them and say:

- When are you going to return it to me?
- By the end of next week.
- My dear, "the end of next week" is too vague. For many, the end of the week starts on Thursday. Some consider Friday at midnight as the end of the week. When exactly is the end of the week for you? Thursday, by the close of business? Because I have plans for Friday, but it seems you're not sure when I'll get my money.

When you hire someone for a job in your home, like a painter, make it clear from the beginning: "So, you'll deliver the house to me in 4 days." But you don't go through with it. Unfortunately, they damage a part of the work. They know your work is stuck with them. They move on to a couple of other projects, and they return to your job next week.

When ordering furniture, you've probably experienced that they take the full payment, claiming it's necessary for the work. They say it'll be ready next week, but then they don't give you a proper answer for a month. Go through the timing precisely from the start, so you know exactly when it will be in your hands, down to the day and hour.

Precise Payment Terms

The second thing you must clarify right from the start is the precise payment terms. If you're taking on a project or starting any work, you should ask about your exact compensation.

We often used to issue calls for interns multiple times a year for those who wanted to work in our professional environment and acquire skills. The internship opportunity is our social responsibility to allow talented young women to gain skills and enter the job market faster. But right from the beginning, we tell them: the internship process lasts for several months, and if you meet certain standards, you'll continue to work with us and receive a certain salary. If we can specify the time and amount from the beginning, so can others. Because, in my view, it's your right.

Even if you're in a situation where your pay is based on the outcome of work, for example, a percentage of sales, you should ask how much that percentage is. If it's based on the number of tasks, you should specify the fee for each completed task.

You must also clarify the total expenses when you place an order. When you commission work, you'll inevitably have to pay for additional expenses. The exact amount of these expenses should be clear. If you're having your home's decoration changed, what is the fee for the design? What is the cost of the materials they use for the design? If you need legal representation to handle a case in court, what will be the lawyer's fee? If multiple sessions are planned for you, such as therapy or dental procedures, how many sessions are there, and what is the cost?

Ask right from the beginning: What is the total cost? How much per session? How many sessions, at most, might be required? When you inquire from the start, you not only save yourself from hassle but also prevent potential violations of your rights.

Precise Quality Expectations

The next aspect is precise quality expectations. In some agreements, besides specifying the time and payment, the quality of work is crucial. For example, when you buy a television, ask right away if the price the seller mentioned includes device testing. Are the cables included? Will there be additional costs for things like warranty or installation later? Specify what this price entails precisely. Is it only for the television itself?

Even when ordering something as simple as fabric, ask about the material type and exact color. When you define these details accurately, it puts your mind at ease.

Clarify Consequences

Finally, when you've specified all those details and expectations, you need to determine the precise consequences. If, for some reason, what we agreed upon doesn't work out, what happens next?

We reached an agreement with our lawyer regarding a certain amount, and we asked, "Is it possible for the amount to exceed this figure?" Is there any additional cost involved? They said no, there are no additional costs. We asked again, "Does that mean there's no possibility of the expenses exceeding this amount?" They said it's possible in one case; if your case is rejected in the final stage, we'd need to make some additional filings, and this would cost this much, which is clearly stipulated in the contract. We reviewed it and found it reasonable. If you're concerned about something, you can say: "My maximum budget is this amount. If it goes over this, I won't pay it."

In situations where creativity and taste are involved, like graphic design or custom clothing orders, there's always a chance that the client might not like the result. You should specify right from the start how you'll deliver the work, and if the client changes their mind along the way, what are the consequences.

Maybe and However

In this way, you've learned the art of being precise and addressing these four issues. If time is crucial, stick to a timeline. When the amount is significant, clarify the exact sum. Don't leave any room for "maybe" and "however." In places where quality matters, define your expectations precisely, and finally, inquire about the consequences.

Ladies, you can't afford to be complacent and say, "Let it go." You might think that the other party has the upper hand – they have the office, all the equipment, how can I possibly defend my rights? But, yes, when you don't specify, this dilemma will haunt you repeatedly.

Avoiding Precision

Ladies, while you practice the art of precision and want to apply it in various work and life situations, there are plenty of people in society who know how to resist your precision, even when you're being precise. It's quite common that you want to be precise, but the other party resists. If you let it happen, your inner embarrassment will make the decision for you. You become indifferent, but you must know that it's entirely your right. You need to know that if you want to make an agreement, you need to know everything about it and be precise in advance.

It Gets Clear in the Work

The other party says, "It gets clear in the work." You've probably heard this phrase in various situations and decided to turn a deaf ear to it, but next time, it's the same old story.

You ask a lawyer, "How much will it cost for this case?" and they reply, "It gets clear in the work." A painter or designer, after taking your order and deposit, says, "It's not clear yet, it gets clear in the work."

Another common phrase is, "We'll figure it out together. Let's become clients." But, we're not their clients at all.

Yet, people who say these phrases are precisely the ones who make you suffer later. You see that after a while, they come to their terms.

Another common phrase is, "I need to come and see." You ask how much it costs to design one of our rooms, and they say, "I need to come and see." You say, "Okay, how can you come?" They say, "You have to pay a deposit, and then I'll come."

While you can't make a deposit until you know how much the cost will be.

Another sentence is, "At least it will be this much." I've had it; I've spent at least 400,000 tomans. You were told it would take at least 2 months, but now it's been 8 months. The other party casually says, "I said at least 2 months, but your project took longer."

So, don't accept these sentences at all. Ask more questions. For example, say, "Okay, what's the normal amount? What did the last customer who had similar circumstances pay? What's the maximum it can be? When they say 3-4 days, say, "By maximum, you mean when? By the end of the week, is that certain?"

To those who say, "It gets clear in the work," ask, "What's the rate? How much per meter? How much per hour?"

Ladies, you must ask these questions to arrive at the correct figure. Don't let their tricks deter you. It used to happen a lot when we got into a taxi and asked, "How much is it to get to such-and-such place?" They would say, "Get in, how much is it? Let's see how bad the traffic is. How much is it?" Ask, "Okay, how much is the normal fare? What's the maximum? When they say 3-4 times, ask, 'So, you mean by the end of the week? Can I be sure?'"

Escaping the Art of Precision starts with small life details and ends with crucial life matters that determine your future. For example, a lady who was supposed to finish her thesis next week, defend it, and apply for a foreign scholarship at the end of the month saw her entire plan go down the drain because she didn't specify when she would receive the translated document.

So, it's essential to learn the art of precision. Start with small matters, practice for more prominent issues, so you can confidently handle critical social situations.

Write it down precisely

One of the essential elements of precision in the art of negotiation is to put everything in writing. Don't let embarrassment keep you from asserting your natural rights. You can have a contract, write down the discussions on paper, and ask the other party to sign it.

Writing things down has three benefits:

First, it clarifies both parties' commitments at the moment of agreement. Perhaps there was a misunderstanding during the conversation. Writing it down helps identify where you may not see eye to eye or where misunderstandings may have occurred. By writing it down, you prevent any early mistakes.

Second, it shows the other party that you are serious and that these discussions matter to you, and you want to have a contract. Just the act of writing it down makes both parties feel more committed to fulfilling their obligations. They become more committed on their own terms, which is ultimately in your favor to avoid any infringements on your rights.

Third, it allows you to pursue your rights later on. However, the first two reasons should demonstrate to you how important it is to put everything in writing, even if you are confident that your rights will not be violated. So, write it down.

By "writing it down," I don't necessarily mean you have to go to a formal office. There are various ways to document agreements that you can use. For instance, when placing an order with a supplier, whether for your home or your business, always request a purchase receipt. If you were shown a sample, take a photo of that sample and send it to the other party to confirm, for example, "Is this the color I chose?" or "Is this the sample we agreed upon?"

When the order involves voice or video calls, make sure to follow up with a written message stating the results. For example, in a translation matter, write something like, "We agreed that you would receive the translation by the end of Thursday. If not, it must be delivered by Friday. Otherwise, I am not obligated to pay you any amount."

You should write down all the details of any agreement, especially your compensation. If the other party says, "Create a poster for me immediately," you should write a message like, "Mrs. X, the event poster is in these dimensions, right? We agreed that my fee would be 850 Toman, correct? The payment will be made on the same day of delivering the work, right?"

When you take an order, write it down as well. For instance, if someone came to your salon for a haircut, selected a sample from a catalog, and said, "I want this one," you can take a photo of the catalog and forward it to them on WhatsApp, saying, "We agreed on this, correct?"

When ordering clothing, write down the size, style, and all other details for the other party.

So, remember that after any agreement, it should be documented in some way, and, ultimately, obtain confirmation from the other party. You can add a sentence like, "So, we agree on these details, right? You're okay with this arrangement, correct?" When you get confirmation, you can rest assured and avoid future disputes. By following these tips, you can handle over 90% of situations where your rights might be violated.

When It's Not Possible to Be Precise

You may find yourself in a situation where it's impossible to be precise, no fixed time or amount is determined, and you have to make an advance payment.

In such cases, consider your options. Should you take the risk or not? This money may be lost, your work may never be completed, but you have no other choice. So, come to terms with it. By accepting these circumstances from the

beginning, you won't have to worry constantly. Because you knew from the start that there was no other way.

The Story of Istanbul Household Items

The faintest ink is better than the strongest memory. Document your agreements. Many times, it can save you.

During the early days of our stay in Istanbul, we ordered some household items, and unfortunately, we paid all the money upfront. We trusted the intermediary and did not insist on a precise agreement with the seller. It was our fault because we said we wanted these items for the following Thursday, but we didn't specify what would happen if they weren't delivered on time.

One week and two weeks passed, and we called every day. Every day, they said, "Wait one more day, wait two more days." It kept getting delayed for various reasons. After two weeks, we decided to go to the store ourselves. There, we explained that these items hadn't arrived for two weeks, and our life was in disarray.

Ladies, the truth was, the money itself wasn't the issue for us at that time. We had several times that amount in our account. But because we had entrusted the task to someone else, and they kept delaying, it had disrupted our life and work plans. During that period, we needed to get our affairs in order so we could design our business training course, produce content for Ms. President Media, and handle Canadian business registrations. All of this was jeopardized because a few household items had not arrived.

So, please remember that after making any agreement, in any way possible, get it in writing and, ultimately, obtain confirmation from the other party. You can add a sentence like, "So, we agree on these details, right? You're okay with this arrangement, correct?" When you get confirmation, you can rest assured and avoid future disputes. By following these tips, you can handle over 90% of situations where your rights might be violated.

After two weeks, we went there. They said that the factory responsible for providing your items had two partners, and they had encountered problems during this time. They asked for two more days to solve it themselves. We insisted, "Write it down; write it down right now on paper." With a pen, I wrote down that I would deliver the items two days later.

Two days later, we went again and asked, "What happened?" They replied, "It's still not ready; give us one more day." We pressed further, "What if it's not ready by tomorrow morning?" They said, "I will refund your money." We placed the paper in front of them and told them to write it down, including the date, and sign it. I personally called them in the morning and said, "Our agreement was that you would return our money." We got our money back that same day.

However, one lucky thing in this situation was that we hadn't paid in cash. We had opened a bank account during those early days, and we had transferred the money through bank transactions. This means we had at least a document showing that we had made the payment. That's how we managed to get our money back.

This story teaches you two lessons:

First, maybe you've lost your rights in the past when you didn't know this technique. Now you can go back and talk to those involved. Make a new agreement and put it in writing, just like the situation we encountered. We

didn't agree from the start, and it was our mistake. But after two weeks, we did the right thing and resolved the issue.

Second, use methods for payments that can be traced in the future. If we had paid in cash, we wouldn't have had any proof.

Reminder and Second Confirmation

The final step in precision is a reminder and second confirmation. After you've gone through the negotiation and put the result in writing, once again, get confirmation from the other party. Your last sentence should be something like, "So, we agreed on this, right? You're okay with this arrangement, correct?" Ask verbally one more time, and in this way, get confirmation once again. This behavior shows how determined you are about the agreement.

If you still have concerns or feel that the other person might backtrack and pretend they don't remember the agreement, you can call them and say, "I wanted to make sure that our order is in progress. You will definitely deliver it next Thursday, right?"

For example, a few days before, you had scheduled an in-person meeting with the landlord to renew the lease for the new year. You had agreed that they would come on Thursday evening. You can call them the night before to confirm, "Mrs. X, we agreed to meet at 5:00 PM at your office tomorrow, right?"

This reminder ensures that even if someone has neglected their 1% carelessness and forgotten the agreement, you remember it and can be sure your job will be done. Be sure that reminders and second confirmations are your rights.

Last Pottery Lesson

Never handle important discussions via text messages. Many times, they might not take you seriously, or they may interpret things differently. In various situations, if you're upset with someone, if you want to invite an important person, if you want to make a proposal, or if you want to decline someone's offer, never do it through text messages, even if the person initiates a discussion with you through text or voice messages.

If you ever feel that 1% doubt, your conversation is in a sensitive situation; always pick up the phone and talk to them. After agreeing, send the result in writing. But never leave important matters in text messages. This habit will save you from many conflicts.

Written Exercise

Now it's your turn. Write down situations where you could have prevented your rights from being violated using the precision technique. Write down at least 3 situations and then describe what steps you would have taken in those situations. Finally, write down how you would have put your agreement in writing. I'll give you 3 minutes. Go ahead and do the exercise now.

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The Art of Buying Time

My dear readers, the second skill I'd like to teach you in this chapter is the art of buying time. Many times, you find yourself in situations where you can't make a quick decision. For example, someone makes a request, and you're not sure whether to say yes or no. Or even more importantly, you're not sure how to decline the request without offending someone. It's your natural right to buy some time in these situations. Instead of blurting out a yes or no without thinking, you buy time.

Sometimes, you receive a tempting offer, and you feel excited about it. But deep down, you're afraid that the decision you make might not be entirely correct.

In such situations, the art of buying time comes to your rescue. You can ask for more time from the other person. In these moments, it's easy to say, "Thank you, but I need some more time to think about it."

When you're asked for something, whether it's borrowing money or making a commitment, you can respond with statements like:

- "I don't want to make any promises I can't keep, so let me refrain from answering right now."
- "I don't want to say something I might regret later. Let me take some time to consider it."
- "Right now, I can't evaluate all aspects of this thoroughly."

These suggestions can apply to various work-related discussions or even when someone proposes a partnership or a joint venture. These offers might be

enticing, but you may need to assess your priorities before making a decision. You can simply say, "Give me some time to check a few things. Can you give me a couple of hours?"

Ladies, buying time is not about procrastination. Whenever you need to think, you buy time and provide your final response in due time. For instance, if someone asks you to reply within 10 minutes, you can call back after 10 minutes and say, "Thank you for your offer. I've considered it, and my answer is no, or this is not something I can decide within 10 minutes. Let's discuss it tomorrow morning."

A crucial point to remember is that you should never handle important discussions through messages. If you feel that your conversation is sensitive or that someone might backtrack on their commitment without any accountability, make a call. After reaching an agreement, follow up with written confirmation. Never address important matters through text messages; this habit can save you from many conflicts.

Written Exercise

Now it's your turn. Write down situations where you could have used the skill of buying time. List at least three scenarios. These can be situations you've encountered before or ones that you often come across in your work. Then, write down which of the provided phrases you would use to buy time. Take three minutes to complete this exercise.

The Art of Assertiveness

The skill of assertiveness is for situations when you have a legitimate right, but you see that right being ignored or dismissed, and you want to claim it. This skill is straightforward and comes with a few fine-tuning points that I will explain in this chapter. You should not be embarrassed; instead, you should use it confidently.

Think of it as being like a scratched CD. In the past, when CDs had scratches, they would keep repeating the same part of the song. You need to do the same with your legitimate requests. Repeat your request over and over—two times, three times, or even ten times. There's no need to feel embarrassed or aggressive; just repeat your request.

When small children want something, what do they do? They keep repeating their request until others give in. This is precisely what you should do. When you've already agreed on something but are facing reluctance or a situation where your commitment is not being honored, you should repeat your rights. In most cases, this skill will help you get what you're entitled to.

For example, you've given an order to a supplier, agreed that they will deliver by Thursday noon, but the delivery hasn't arrived. Your request is simple: "Look, you promised to deliver by Thursday noon. Today is Thursday, and you must deliver before noon. Do whatever it takes. I've committed to this, and you need to meet your commitment. If you don't deliver by noon, I won't need these items anymore. I've given you my credit card number; please refund my money."

Often, even if you've already agreed, you may face a lack of commitment, and if you hesitate, your right may be ignored. Sometimes, you might have already agreed on a price, but now they want more money. Why? They might say the price has gone up during this time, the dollar exchange rate has increased, and so on. But what do you say? "Our agreement was for 20 dollars. I will pay 20 dollars. Shy people usually say it once, then the other party quickly objects, resists, tries to manipulate, and makes you feel guilty to get you to give up your right.

For example, it says: "Look, is it fair for me to pay for this increase in paint prices out of my own pocket? Tell me, but when you took money from me, you were supposed to buy the paints on the same day so you wouldn't have to pay more. So, our agreement was for you to paint for 20 Tomans. Please deliver the work and take your 20 Tomans. A shy person may hesitate after a short time, but when your request is legitimate, there's nothing wrong with repeating it again and again and again.

A CD-R is an incredible tool; you no longer have to be like them, argue with yourself, get nervous. Just repeat your rightful demand over and over again and stand your ground.

Choose your rightful statement. When you find yourself in this situation, decide what you want right now, what you deserve, and which sentence you should repeat. For example, in the matter of paint, you can say, "Our agreement was for it to cost 20 Tomans. I'm delivering the work, and I'll only pay you the 20 Tomans."

Sometimes the first project goes well, the second project goes well, but in the third project, after you deliver it, they don't pay you the agreed amount. Your

request is this: "Look, dear employer, you said I should deliver this work, and you'd pay me 4 million Tomans."

Don't get caught up in a new game. Often, even though they previously committed, they start bargaining. "Give me a discount now, and I'll become a customer. I don't have the money now, and I went somewhere else for a better price."

Ladies, there's no need to engage in their game and try to prove them wrong. The worst thing you can do is to try to respond to these sentences in the same manner. Sometimes, you get provoked to give them an answer. Use the CD-R firmly: "Our agreement was for me to deliver this work, and you consciously agreed to pay me 4 million Tomans. If there was room for a discount, I would have applied it right away. So please pay this amount because I have prepared the work."

They might say, "Count less so we can bring another project." Let's do the other one too, and we'll settle the money for all of them together. All of these are contrary to your initial agreement, and you should use the CD-R technique. Thanks for offering me more work; I hope I can work with you again, but let's settle this first.

If you see the other party being stubborn again, arrange a face-to-face meeting. In that face-to-face meeting, use the CD-R technique again. Say, "We talked on the first day. We wrote it down and agreed that I would complete this work, and you would pay this fee. I have now completed the work. Deposit the amount."

They might make you feel guilty, saying, "You know the market conditions are tough. We're struggling to pay our employees' salaries. How can you take so much money from us?" You can say, "I'll take one million Tomans now, and you deliver the work. Rest assured, I'll deposit the rest."

Ladies, if your request is rightful, don't overlook your rights. Say, "I understand your conditions because I'm living in the same conditions. I've put a lot of time into getting this job done. We agreed, so please do it."

The CD-R technique says the same thing: go back to your rightful demand and repeat it again and again, 4 times, 5 times, 10 times if necessary, without getting angry, losing your temper, or feeling embarrassed and backing down.

You don't need to be a tough talker. Many times, it seems like you have to be a fierce speaker from the outside of the business world and the market, but that's not the case. It always seems like you need to have a few smart dialogues up your sleeve. It's not like you have to present a more logical argument for every argument the other side makes. The CD-R technique helps you more than any other argument.

You might think that you need to have all the steps precisely done and documented, that is, everything needs to be specified. But that's not the case at all.

It's true that having everything done precisely helps to avoid getting cheated, but every market has its customs, even if your agreement was purely verbal, you can still use the CD-R technique. Be sure that the other person, as soon as they see you are serious, backs off. Sometimes, they provoke you because they know

there are many shy people in our society, and it's easy to take advantage of their rights. But when they see you're using the CD-R technique without losing your temper or backing down, they understand you're not like them, they can't fool you, they can't put you in a difficult position as they do with others.

So when you're sure your demand is rightful, be sure to use the CD-R technique. Choose that sentence and repeat it after whatever arguments or excuses they bring, even if it's dozens of times!

So now it's your turn. I give you 3 minutes to write at least 3 situations from your past where you could have used the CD-R technique but didn't, for whatever reason. Cases where you experienced not saying your rightful demand or only said it once and the other party didn't accept it for any reason. You missed out, but now that you're back, you see there was no need to cut it short.

Write down at least 3 cases, and then write down the CD-R sentence for each one. Which sentence should you have repeated to get your rightful demand? Write it in front of each case.

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Ladies, the CD-R technique is very effective and practical, but you can use it when you've practiced it, when the neural pathway is established. Alongside the mental exercises and exercises you have in this book, events in your daily life will occur where it's the perfect opportunity to practice the CD-R technique.

Title: Small Acts of Assertiveness

There are some things I want to tell you that may not seem very important to you in general. Sometimes, your rights are being violated, but it's in a small way, and you might not even notice it. It's important to recognize these situations.

For example, you're in a café with a friend, you've ordered saffron tea, but they bring you regular tea instead. Maybe it doesn't matter much to you, but you should use assertiveness.

- This is not what I ordered. Please change my drink. Darling, I specifically asked for saffron tea, and this isn't it. Please replace it.
- No, you didn't say that. You just said tea.
- No, I'm sure I only drink saffron tea. What I requested is not what I got. Please change it.
- No, you'll like this one. I know it's very good, and you'll become our regular customer.
- Thank you for your suggestion, but this is not what I ordered. Please change it.

"It's too busy today. If I take this back and bring another one, it might take another half an hour."

"I told you from the beginning that I didn't want this. Take it back and replace it as soon as possible."

Say it three times, say it four times, say it five times. Tell the manager. But with assertiveness, you can get what you want, and from all these small successes, these little victories, you gain motivation and self-confidence that makes a difference. You realize that even in these small tasks, you can achieve your goals, and your mood and energy improve significantly.

You're in line at the bank, waiting. The person in front of you finishes their business, and someone from outside the line steps in.

- It was my turn. Please go to the end of the line.
- My business is very urgent. My taxi is waiting.
- It's my turn now. Please go to the end of the line just like the rest of us.
- My business is stuck. Come on, young man, what's the big deal if you join us?

In these situations, practice assertiveness. The line is yours, it's your right. It's your natural right not to give your turn to someone else. Your behavior with the line is appropriate; so, there's nothing wrong with repeating it.

Ladies, this chapter is now complete. Be sure that when you become assertive, you help yourself, your family, your friends, and your community. The more assertive you are and the more you insist, the emptier society becomes of people who take advantage, who are bullies and oppressors. Do it for yourself, for the next generation, for your entire community.

Hello, Mrs. President. Welcome to Chapter 8 of the Character Matters book.

I'm Razieh Mirzaei, the founder of Lady Boss Academy and your coach in this book. I know for some of you, this chapter is the most challenging, but in order to successfully complete this chapter, I want to share a story with you. Are you ready?

The Story of the Ph.D. Student

The story goes like this: In a university amphitheater, a group of students had gathered, and some of them were supposed to come up and present their Ph.D. dissertations.

The first student came up, the second student came up, but the third student, in front of the professor, hesitated and wanted to leave. Right there, the professor stopped them, brought the microphone to their mouth, and said:

"Students, this classmate of yours is saying they can't make the presentation because they are shy. I want to ask you a question. How many of you are shy?"

Several students raised their hands. The professor selected a few of them and said, "Stand up and come to the stage. Introduce yourselves to the audience, mention your field of study, and what year you're in."

The professor turned to the audience and said, "While they introduce themselves, I want you to rate their shyness from 1 to 10, with 10 being very shy and 1 being not shy at all."

The first student introduced themselves but did so in a very quiet, trembling voice. The microphone was low, and their voice was distant. It was clear they were sweating, their shoulders were hunched, and it seemed like they had a hunched back.

The professor asked, "What's the shyness score for this student?" The audience unanimously said, "10," indicating they were very shy.

The professor asked the second student to do the same, but this time, the student raised their voice, but it was shaky. The professor asked, "What's the shyness score for this student?" The audience again said, "10."

The professor asked the third student to do the same. This time, the professor said, "Raise the microphone higher, straighten your back, and wave your hand while you introduce yourself." The student did as instructed. They were still nervous but appeared more confident. The professor asked, "What's the shyness score for this student?" The audience said, "5."

Finally, the professor asked the same of the fourth student. This time, the student introduced themselves confidently, raising their voice, straightening their back, and waving their hand. The professor asked, "What's the shyness score for this student?" The audience said, "3."

The lesson here is that none of these students were inherently shy. They had simply developed a habit of shyness. They had become accustomed to exhibiting timid behaviors. However, those behaviors could be corrected right there.

So, the point is, you are not shy; you have simply developed a habit of behaving timidly. You've gotten used to the wrong behaviors, and they can be corrected right away.

The fourth person introduced themselves, and the professor said to them, "Now, after you've introduced yourself, smile and say, 'I'm very pleased to be of service to you and to take another step forward.' They did just that, and it was said: 2.

To the fifth person, the professor said, "If you can introduce yourself in such a way that your embarrassment score is 1 right now, I will give you a perfect score for this class right away." The fifth person was the doctoral student who didn't want to present and kept saying they were embarrassed. The professor said, "To help you, I want you to do one more thing. Open and close your mouth completely." The student did just that, and everyone applauded. The professor asked, "What's your embarrassment score?" They all said: 1.

What do we learn from this story? None of us are really shy, but we've become accustomed to feeling embarrassed. I want you to ask yourself a question. Do you want to remain shy, or is it time to become a confident person? Let's take five deep breaths and start Chapter Eight together.

Chapter 8: The Art of Effective Requesting

Now, it's time to learn the art of effective requesting. One of the most significant advantages of overcoming shyness is the ability to express your needs, emotions, and desires. I want to teach you how to request effectively, meaning you have a way to influence the other person to act fairly and say yes to your request, not no.

Some people respond aggressively to any request, while others might feel embarrassed and reject your proposal if they don't understand it properly. If you want results, these six steps I'm going to teach you today can help you make effective requests.

Six Steps for Effective Requesting

The importance of each of these steps may vary depending on the significance of your request. Sometimes, you may not need all six steps. Let's go over each of them with examples:

Step 1: State the person's name. Everyone has heard their name since childhood. It's a pleasant way to address someone, and it makes the conversation more friendly. For example, "Mr. Smith," "Ms. Johnson," "Dear Ali," or "Razieh, my dear."

Step 2: Politely ask, "May I request...?" and then state your request. For example, "May I request a loan of ten million Tomans from you tonight, with a repayment by the end of the month?"

Step 3: Explain your reason. When you provide a reason for your request, the chances of it being accepted increase threefold. For example, "I need fifty million Tomans to open my boutique. I already have forty million, and I'm short ten million. If you lend me this amount, I will make sure to repay it by the end of the month, clearing all my debts."

Step 4: Offer assurance. When you talk directly about providing assurance, you demonstrate that your words can be trusted. You might say, "I'm willing to provide any necessary guarantee."

Ladies, you can even offer the guarantee yourself. For example, you could say, "I can even offer a promissory note for this loan."

Step 5: Give the other person a choice, and don't pressure them. Thank them and say, "I appreciate your assistance. If it's possible for you, please let me know."

Step 6, the crucial step: Ask the person what the next step is if they agree. If they say they're willing, tell them what the next step is. For example, "If you agree, I'll send you my bank account number for the transfer. Which bank is more convenient for you?" By doing this, you make the path to your desired outcome smoother for yourself.

Where to Use These Steps?

You can use these steps in personal matters, social relationships, in your business, and wherever you need others to help you grow and progress. This

help can be financial, physical, time-related, or even credibility-related. In all these cases, the art of effective requesting can be of great help, such as when you need to borrow money from someone or acquire customers for your business. Let's review them together with examples:

Step 1: State the person's name.

Step 2: Politely ask and state your request.

Step 3: Explain your reason.

Step 4: Offer assurance.

Step 5: Give them a choice and express gratitude.

Step 6: Ask them what the next step is if they agree.

By following these six steps, you can make effective requests and increase your chances of getting a positive response.

The Use of Effective Requesting

These steps are applicable in many situations, one of which is borrowing money. Often, you need money for the ideas you have, the big steps you want to take for your success, and you can obtain this money by borrowing from people, provided that you request it correctly and without embarrassment.

Many people want to start a business, have taken classes, and now want to find customers, but they don't have any samples of their work. Until they have samples, customers won't come to them. This is where you need to ask someone you know to trust you and become your first customer. For example, a

woman who specializes in interior design and decoration asks one of her acquaintances:

"Dear friends, I had a request from you. Could I ask you to trust me and entrust me with the interior design and decoration of your home? I have completed a course in interior design and obtained my certification, and now I am fully prepared. But to launch my business, I need someone to trust me. You can be that person, and I won't charge you a fee for your trust."

Ladies and gentlemen, you are finally my first customer, and not charging a fee is entirely natural.

Now you need to provide a guarantee in the next step. How?

To make sure that I will handle the job well, I can demonstrate the progress at each stage and show it to you for inspection, whether it's the initial design or the 3D rendering of the work. I will also inform you at each stage, including any costs incurred, before proceeding with the work.

Now, in the next step, you give them the choice:

"Thank you very much because your trust allows me to start my business and become an independent woman. If you agree to this, I would be very grateful."

Then give them the choice and say:

"I don't need an immediate answer. Take your time until tonight and consult with your husband. If possible, please let me know by tonight. Thank you."

When they agree to your request, the next step is to say:

"So, if you agree, I'll come tomorrow morning and take measurements."

My dear friends, rest assured that I will fulfill my most important business requests using this method. So, it's 100% effective for you.

When you want to have word-of-mouth customers for your business, meaning customers who receive your product or service, you can ask them to introduce you to their circle of contacts. The approach will vary depending on your business. Sometimes you may ask them to provide you with the contact information of those who might need your product or services. At other times, you might ask them to make the initial contact on your behalf, send a message to their friends, or use other methods. In any case, with this effective requesting technique, you can ask them to bring you more customers.

For example, you can say:

"Dear Razieh, I wanted to make a request. Could you introduce me on your social media? Let your friends know? I put my heart and soul into my work, and all my customers are satisfied, just like you. If you introduce your friends to me, they will not only get excellent service from me, but I will also offer them a 30% discount or give them a small gift as a token of my appreciation. If you agree, please let me know. Thank you."

I'll tell you how to say it more effectively and help my business better.

Finally, the next step is to take a story together and publish my sample work.

Another example of this requesting technique is when you want to ask for a raise for your job. You can say something like this:

"Mr. Manager, Mrs. Manager, may I request to have a brief discussion with you today regarding an important matter? About my career progress and a salary increase. Please grant me a 15-minute opportunity to talk to you, as I believe that... You can say these sentences in various ways based on how you perceive the situation.

Usually, when these techniques are taught to female employees, they often worry about what will happen if their request is not accepted. We are all familiar with the employer's attitude, and surely all of you know that my advice has always been for female managers to start their own businesses. However, if you use this method to request a salary increase from your employer and it is rejected, at least you will know that the problem is not with your request, and the issue will be returned to them. This is where you either accept it or consider making a change. So, asking correctly is much better than not asking or asking badly, isn't it?

Workbook Exercise

Now it's your turn. I want to give you three situations, and in the next 3 minutes, write your request based on these 6 steps. Ladies, please practice within these 3 minutes. Later, we will go over the steps, and I will share my thoughts on each one.

The first one is about borrowing money. However, simulate it for yourself based on your own circumstances, needs, and the person who first comes to your mind.

The second is about asking for help from your spouse or partner with household chores. For example, how would you request help with doing the dishes?

The third one is related to your business. For example, you want to acquire materials from a market discreetly.

Many women may not know this, but you don't necessarily need to have cash on hand to procure the initial materials for your business and get it started. There are many solutions. Just taking materials discreetly, working with them, and paying off your debt when you sell the products can be an effective approach. In this particular scenario, let's assume you want to borrow fabric for sewing.

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Exercise Answers

Each of you provided a reason and wrote a method. It doesn't matter who you approach or what the circumstances are, but you can move forward with the task simply by following these steps.

I have recorded the answers to this exercise in a video and included it as part of the book's gifts. I hope you can make the most of this special gift.

(Gift Link)

Well, we've come to the end of this challenging chapter. Thank you all. Now I want you to immediately start the next chapter. Good luck.

Chapter Nine:

Dealing with Mockery and Criticism

Hello, Mrs. Manager.

Welcome to the ninth session of the "Character with Authority" book.

I'm Razieh Mirzaei, the founder of LadyBoss Academy, and in this chapter, I want to have a conversation with you and share with you techniques that you've been eagerly waiting for. I want to discuss how to respond when people ridicule us or criticize us. How do we express criticism about someone? How should we

respond when we are criticized? What should we do with our aggressions and frustrations? What does Mrs. Authority do in such situations?

I'm sure the teachings I'm giving you in this chapter will open new doors for you and help you build the personality you need to become a manager.

Misfit individuals exist in front of all of us, and you have to accept that no matter what you do, there will always be people who find fault with you. My dear ones, some people divert our attention towards irrelevant matters, which prevents us from focusing on important issues. Some people have low self-confidence and make fun of or offer irrelevant opinions. I want to teach you how to deal with them. So, let's take five deep breaths and start this chapter together.

- 1.
- 2.
- 3.
- 4.
- 5.

Ocean Art

If you pour all the neighborhood grocery stores into the ocean, it won't turn into yogurt. The ocean is vast, and even if you throw the tallest building in the world into it, it won't even make a dent. It can swallow all the ships and won't even raise an eyebrow.

The art of the ocean teaches you to be like the ocean in the face of mocking remarks. For instance, it tells you that your clothes are like a bathroom rug, or what a ridiculous idea, or that you attend silly classes. How ugly your hairstyle has become, how big your head is, how overweight you've become.

People around us often make these baseless comments, especially about things you genuinely care about and work hard for, like your field of study, your career path, your spouse in your life, the business you want to start, the idea you've chosen for your future, or the country you want to immigrate to. You must let their words drown in you, like the ocean.

Don't engage in the discussion.

Say something that doesn't require getting into an argument. For example, they say your clothes are like a bathroom rug. The wrong response is to say it's not like a bathroom rug at all; it's very beautiful. They asked a teacher the secret of his calmness, and he said, "I don't argue with a fool." The right answer is to say yes, it may be like a bathroom rug, possibly ugly.

The art of the ocean tells you to respond to such remarks with "Yes, it may be."

They say you've wasted your time taking those classes, only learning nonsense? Say, "Yes, it may be nonsense."

They say your hairstyle is really ruining your looks! Say, "Yes, it may have become unattractive."

They say, "Seriously, what were you thinking?" Say, "Yes, maybe I need to think more."

They say your head has gotten big! Say, "Yes, it may be big."

They say you've gained so much weight! Say, "Yes, it may be overweight."

Let their words drown like the ocean.

The art of the ocean is not for responding to criticism. When you see someone criticizing, don't use it. It's for when they give irrelevant opinions that have nothing to do with you or when their intention is to mock. Here, we use the art of the ocean.

Workbook Exercise

I want to give you 3 minutes. Use the art of the ocean to respond in these 3 situations:

1. First, say you've become interested in these classes too.
2. Second, say what has that boy said that left you speechless?
3. Third, why should anyone be your customer at all?

Start now. Afterward, I'll give my opinion so you can compare your answers with mine. Make sure to do this exercise to help you build the neural pathway of the ocean art. Begin now.

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Exercise Answers

Dear ones, as you can see, I showed you 3 situations that you may have experienced in your life. When these questions are asked, you might have felt uncomfortable, but when you entered the discussion and gave your answer, it turned into discomfort, irritation, and mental fatigue, staying with you until late at night. The art of the ocean helps you avoid getting into these discussions.

1. First, for example, if someone wants to argue and reproach you for showing interest in these classes too, many of you might want to prove that you did the right thing and show everyone that these classes are excellent. Giving such an answer is a mistake. You might want to say that you knew being unashamed was essential, and you know you're hurting yourself and your future. He just throws four words at you, and you respond to it. You don't need to argue; you don't need to explain. It's simple; the art of the ocean says to respond with "Yes, it may be that I've made myself interested."

2. Second, what has that boy said that left you speechless? You might have experienced something like this at least once. However, the correct response, with the art of the ocean, is something like, "Yes, maybe I've become silent because of his words. Yes, maybe many people think I've become silent."

3. Third, why should anyone be your customer at all? A trick many people use, whether for mockery or to dishearten you, is to ruin your decision. Ladies, when you use the ocean art, you don't need to provide a reason afterward, like saying that maybe no one will become my customer, it's okay, I'll learn. This is a mistake. But don't bring it up. The art of the ocean says to let their words drown in you, like the ocean.

Combining Assertive Techniques

Ladies, when you practice various techniques, you can achieve extraordinary results by combining them. In the book's gifts, I've included a video on how to use the art of the ocean to enhance the previous techniques in the book. Watch the gift video right now to be more effective in various situations.

(Gift Link)

Dealing with Criticism

We've come to the topic of criticism. One of the essential skills you need for being a high-achieving lady is the ability to manage criticism. How do you handle criticism that comes your way? Where and how should you offer criticism if necessary?

Facing criticism is not a pleasant experience at all. It's bothersome for everyone, and no one likes to be criticized because none of us want to make mistakes, have flaws in our work, or give a subpar performance. We don't want to mess up, and we certainly don't want someone to see our mistakes and faults and

point them out. But if you want to overcome embarrassment, you must learn how to deal with criticism because sometimes past criticisms and fear of future criticisms hold you back and prevent you from moving forward. Criticism is a challenge you may prefer to avoid.

Right now, recall the last time you received serious criticism. When was it? Think about exactly how you felt in that moment, whether you were upset. Regardless, criticism will be a part of your journey to success.

The Golden Brick

Many people view criticism as a brick hurled at them. You shouldn't just stand there and let it hit you, but you shouldn't dodge it either. You need to catch that brick and put it to good use. Look at it as if there are gold coins hidden inside each of those bricks. If you catch the brick, break it open, and extract the gold coins, they become yours.

From our perspective as high-achieving ladies, the criticisms directed at us are like gifts. Why? Because they reveal truths to us that, if attended to, can lead to our improvement. Criticisms drive change, positive change when we see where our mistakes lie and can work on improvement. We must learn to view them this way.

Those who have been following us for over a year have witnessed our constant pursuit of change. This character book you're currently viewing might be the fourth or fifth iteration of the Lady High Achiever workshop. We've created it from scratch and altered its contents each time. We conduct a survey after every book, creating an environment for you to provide criticism. Because these

criticisms make us better and better. So, I encourage you to see the criticisms directed at you as gifts. Today, you'll learn how to manage criticisms and extract those golden coins from them.

Out of Envy and Malice

Another question arises: some people criticize out of envy and malice. Nevertheless, they are still criticizing, and within those criticisms lie gold coins for you. Who better than a jealous or spiteful person to find your mistakes and bring them to your attention? Even if it's wrong, and even if it creates tension, let's focus on the positive aspect so that you can claim the gold coins.

Now, I want you to think again. Recall the last time someone found one of your problems or flaws out of envy or malice and criticized it. If you knew how to handle that moment correctly, how much would the situation have changed? How beneficial would it have been if you knew how to catch the brick, break it open, and extract the gold coins from within? So, let's practice together how to manage criticisms.

Managing Criticism

You can handle any criticism using this 5-step formula. The goal of this 5-step formula is to ensure that when someone criticizes you, not only does the other person feel better, and your relationship remains intact, but also that these criticisms do not hit you like bricks, causing you harm. Instead, you should be able to catch the criticism, break it open, and extract the gold coins from within. Pay close attention to these 5 steps:

Step 1: Effective Listening

In simple terms, don't interrupt the person criticizing you, even if what they're saying is wrong. If you immediately think of what to say to make the other person feel better, don't say anything and listen. Use your body language, eye contact, and smiles to convey that the other person's words matter to you. For example, one of my students told me, "Mrs. Mirzaei, the clothes you wear during class are not cheerful and girly." But another student's criticism was the opposite. She said, "Why don't you wear heavier clothes that show more respect for our class?"

Step 2: Expressing Gratitude for the Attention

Thank the person for their attention, saying, "Thank you for caring enough to notice this issue and bringing it to my attention." Show gratitude for them not keeping their concerns to themselves.

For example, if a regular customer criticizes a product they purchased from you, say, "I appreciate that you cared enough to bring this issue to my attention. I'm sorry that this time the product you received couldn't satisfy you like previous ones."

You can see that you can express gratitude in various ways.

Step 3: Expressing Regret

Here, express regret only. Expressing regret is not equivalent to apologizing. Expressing regret means expressing your discomfort. For example, when sitting in a park, watching children play, and one of them falls hard to the ground, you feel regret, but it's not your fault. So, when criticized, express regret.

For instance, my response to my student was, "I'm sorry that this issue has been bothering you. I feel regretful that you couldn't find satisfaction in my product this time."

Notice how you can express regret in different ways.

Stage Four: Asking Questions

To understand why your counterpart feels this way, ask them for an explanation. Inquire about what exactly has caused them distress and discomfort. What has made them feel that their rights have been violated? For example, what did the product lack that it had in the previous version? Can you explain it to me? Can you tell me specifically which of my actions have triggered such feelings in you?

Stage Five: Compensation

This is where you make amends or provide an explanation. If you see that the other person is genuinely right and the issue is fixable, offer compensation. Explain the decision you've made based on a valid reason, at the very least. I'll explain why I wear these formal and monochromatic clothes: it's because I don't want my students to be distracted during my classes. However, nothing is more important than focusing on the class content and techniques.

Regarding that product, you can say: "To compensate, what do you think I can do to help? Often, you can ask the person directly: "Would you like to bring the

product, and we can examine it together, or would you like a discount for the next purchase to see if we can improve next time? We will definitely consider your feedback. Would you like to return the product and get a refund, or would you prefer to choose another one? I want to make it right for you."

Why the 5-Step Technique

With this 5-step technique, you turn any criticism that comes your way into a gift. The beauty of this approach is that it improves your relationship with the other person, creating a space for them to speak their mind, while you don't get caught up in mental turmoil over the criticism. It's not like that criticism will haunt your thoughts for weeks. Right there, with the 5-step conversation, your mood also gets better. Most importantly, you gain insight from it like a gift and a gold coin.

Many have asked why criticism often isn't based on reality. The person doesn't know everything and is making judgments based on a limited view. Yet, because they've seen just a part of the story, they judge based on that, and it upsets them.

A few days ago, we received a message: "Mrs. Mirzaei, why don't you have support in the academy? Why don't you hire more support staff? I sent a message yesterday, and I still haven't received a response."

The issue is that this person doesn't know that my colleagues were working in the office and responding to queries until Friday evening. They don't know that just last week, we hired more than ten new employees, yet the message volume is still high. The pace of our managers' growth is much faster than that of the

academy. However, it doesn't matter what the truth is; what matters is that their perception of us has soured. And if you, as a manager, are in this situation, you can't dismiss it with indifference.

You need to learn how to improve people's perceptions. This criticism management framework helps you become better, and often we ask these people, "If you were in our shoes, what would your solution be to improve our support process, dear madam? What's your suggestion for us? How can I compensate to make you feel better about the academy?"

Many times, this same situation occurs in interactions between employees and employers. The employee says, "I put my heart into it, but my manager keeps criticizing."

I tell them: "The truth doesn't matter. What matters is that this person's feelings toward you have soured, and you need to make an effort to rebuild this relationship; otherwise, you might face consequences. So, remember this in criticisms: feelings are more important than facts. The person criticizing you is upset with you, and yet, it was important enough for them to bring it up. So, you should see this as an opportunity."

Written Exercise

I want to give you three scenarios. Take three minutes right now and write down the 5 steps. Well, the first step is listening, and you don't need to write that. Write down the rest. I've selected three questions. We've all encountered them or will definitely encounter them, and it's great to practice them now so you'll have them ready in your mind.

First, how long have you been putting up with your job? Your spouse might ask this.

...

Second, your behavior with other customers is not the same as before. You used to be very friendly. Now, it seems like you're not the same.

...

Third, your competitors are making a lot of progress. I'm thinking of coming back to you.

...

The Final Stop

The book you're reading has two main advantages over all the books available in Iran for overcoming shyness and building self-confidence in communication.

The first advantage: this book is designed exclusively for women. To create this book, we participated in over 10 international workshops. We read over 100 books, and we interviewed over 1,000 successful women. We provide you with teachings that we are confident are completely practical and curated specifically for you, ladies.

The second advantage: we wrote this book as a workshop, meaning we had both in-book exercises and external exercises as a gift, all of which helped you see the effects of the teachings in your life, chapter by chapter.

I urge you to take the exercises seriously. Alongside all the classes you attend and books you read, continue practicing. Amidst all your busy schedules, whether in your personal life or work matters, commit to doing it right now.

With just 10 minutes a day, you can multiply the results of this book. What could be better than that?! I genuinely congratulate you for completing what you've learned. I hope you know that teaching confidence is a natural necessity, like food, clothing, and literacy. You have the right to have access to sufficient education to overcome shyness and lead a confident life. By transforming the Mrs. Confidence Workshop into the Confidence Character book, I wanted to make these teachings accessible to all women. I hope you will also participate in this mission and introduce this book to those around you.

Chapter Ten:

Maximum Self-Confidence

Hello, Madam President,

Welcome to Chapter Ten of the book "Character of Courage" on the subject of maximum self-confidence.

I am Razieh Mirzaei, the founder of LadyBoss Academy, and it's my privilege to have taught you everything I knew in this book to help you become a courageous lady. When I was writing this book, I kept reminiscing about the

early years of my life. Seven years ago, I had just arrived in Tehran and was striving to become a lady boss. These days, I remember the nights when I would go to bed feeling overwhelmed. I was under so much pressure and felt so powerless. But today, I am delighted that I haven't given up and have learned how to become a lady boss.

I have included all the points from the Lady Boss Workshop in this book, so there's no longer any obstacle in your way. You no longer need to go through the same hardships. This step-by-step guide is at your disposal. So, read this book until you start behaving like a lady boss.

Now, we've reached the final chapter of the Character of Courage book. I'm sure this chapter will be very valuable to you as well. In this chapter, I will show you what path to take after becoming courageous. Character of courage is your natural right, and it's essential for social life, but it's not enough for your success. Just like having food, shelter, and education isn't enough. You need special skills to maximize your self-confidence and achieve your dreams. Skills that we've provided for you during the VIP Lady Boss Personality course.

When I set out to come to Tehran, I was in a situation much like most of you, and I completely understand you. At that time, I heard a story that had a profound impact on me. I want to tell you the story of the eaglet.

The Story of the Eaglet

On top of a mountain, an eagle had built its nest and laid its eggs. One day, during a fierce storm with wind and rain, a gust of wind blew one of the eagle's eggs out of the nest. It rolled downhill, into a field and reached the door of a chicken coop. The eaglet hatched among the chickens. From the day it opened its eyes, it found itself among the chicks. It had to peck the ground just like

them, but it always felt that this world was strange to it and that it didn't belong there. It spent nights when all the little chicks were happy and sleeping soundly in their joyful world, while it couldn't sleep properly.

The eaglet noticed it had wings. It asked the others what these wings were for, but they didn't know. It would often see some other birds flying with their wings, and one night, it dreamt of flying. The next morning, it tried to fly and fell to the ground. The others made fun of it, and after failing several times, it gave up. It, too, started pecking at the ground and behaving like a chicken.

Until one day, something happened. It saw several eagles soaring high in the sky. While the other chicks were terrified, it said, "I want to be like them." The other chicks told it that it was just a chicken, and its wings were not meant for flying. That's when it fully realized that it was different from the others.

The eaglet stood at a crossroads, facing a big decision. Should it listen to others saying it can't and shouldn't fly, and just watch the eagles from a distance? Or should it stand up, give itself a chance to discover its true power, and develop the courage to realize its dreams?

What do you think will happen in the end of the story? Will the challenge of flying risk its life, or will it stand still and only watch the eagles from afar? This story greatly influenced me. I decided to choose the first path, and I knew that I needed a lot more training on this journey. Let's take five deep breaths and start this extraordinary chapter together.

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The Secret to Maximum Self-Confidence

Ladies, all the good things that happened in my life, all the significant changes that occurred for me, whether in the realm of relationships, financial matters, or social status, they all happened in less than two years. And that was when I discovered the three secrets to maximum self-confidence.

When I lacked courage, it felt like I was out of breath. But when I learned how to be courageous, it was as if I had just started to breathe and see the world. I began to ask myself what I wanted from life. It was during that time that I unlocked the three secrets to maximum self-confidence, and with this newfound confidence, my world was completely transformed. I want to show you a world that you can create with maximum self-confidence.

For those of you who have reached the end of this book, you are familiar with me. You know that I have received extensive training, put in a lot of effort, faced numerous challenges, experienced failures, and risen above them. But whenever people ask me how I got to where I am today, I tell them that I feasted on the bread of self-confidence.

Ladies, this story began three years after I arrived in Tehran. It was around my birthday, and at that time, I had learned many skills such as content creation, web design, and online customer acquisition. However, these skills were not

translating into financial success. I had started a partnership that didn't work out, my confidence was shattered, my circle of influence had shrunk, and I was desperately searching for a solution. That's when I stumbled upon a sentence: it said that the only thing standing between you and your dreams is self-confidence.

I grabbed onto that clue and moved forward. I discovered three very important secrets that I now want to share with you. The person you see today is no longer the girl who embarked on this journey alone, leaving her small-town culture in the south behind. Today, she runs a successful business, owns several brands in Iran, operates an educational company in Toronto, Canada, and is working on internationalizing an app. But what happened?

The First Secret: The Source of Inner Strength

To become a powerful lady, we all need inner strength. The interesting part is that many people wait for this inner strength to come. They wait for it to take the first step toward their dreams, and they don't take action because they believe they don't possess this inner strength. First, you must build self-confidence to shape your inner strength. In all these years, there hasn't been a day when I wasn't afraid. Fear has always been with me, weakness has always been within me, but I continued to take action. So, set aside this wrong definition.

What is the practical definition of self-confidence?

It means having the inclination to step towards a valuable goal, even when you're feeling discouraged, even when you're not sure of the outcome. In simpler terms, self-confidence means believing you can and then doing it.

This definition consists of two parts, like the wings of a bird needed for flight. The first wing signifies believing in your ability and having the mental readiness, and the second wing signifies taking action and stepping forward.

When do you feel inner strength?

If you want high self-confidence, you need to strengthen both wings. A self-confident bird flies only when it has learned how to build mental readiness and has a roadmap and takes action.

A champion weightlifter doesn't sit around waiting for luck to lift heavy weights. They work on their muscles to build the mental readiness to handle heavy weights and practice the techniques of weightlifting.

If you want to experience high self-confidence in any area, don't wait to feel inner strength. In fact, as you practice building self-confidence, you will gradually start feeling that inner strength. One of the most beautiful results of self-confidence is that you eventually reach that inner strength.

In this book, we have worked precisely on these two wings of self-confidence to help you become a courageous lady. We've also focused on mental readiness so you can overcome your fears. We've taught you techniques to behave like a courageous lady in various social situations.

The first secret works in any area. Build mental readiness and take steps according to your roadmap. If you're looking for inner strength, invest in yourself, and build self-confidence to turn your dreams into reality.

If you already have all the self-confidence in the world

Don't confine the inner strength within you and bang it against the walls. You need self-confidence for a specific purpose. Is that right? You want self-confidence for what purpose?

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If you, like me, aspire to become a female leader, assess how much self-confidence you possess in becoming one. What is a female leader? She is an independent, powerful, and high-earning woman. How confident are you in your independence? Do you have the mental readiness and a roadmap to achieve it? How about your income confidence? Are you mentally prepared with a roadmap to attain high income?

****The Story of the Fox and the Hare****

They say a fox saw a hare in the forest and chased after it. As soon as he was about to catch the hare, the hare said, "Oh, I am captured again. What a gloomy fate! I can only ask, who are you?"

The fox said, "It's clear I'm a fox." The hare replied, "If you are indeed a fox and have the right to capture me, I am at your mercy. But just to be sure, can you show me some identification? Perhaps a note from the lion, for instance?"

The fox replied, "I don't have any identification. I came here to hunt; I don't need identification." The hare said, "That's fine. If you had a handwritten note, for instance, from the lion, that would be enough." The fox let the hare go and went to the lion's den. He asked, "Lion, I need a handwritten note to prove I'm a fox and have the right to hunt." The lion said, "Very well. Whoever has this note is a fox and has the right to hunt," and he signed it.

The fox took the note and returned to the hare but found that the hare was nowhere to be seen. He realized he had been tricked. He thought, "It doesn't matter; I'll keep this note in my pocket for next time." Days passed, and he saw the lion again, chasing after a deer. The lion caught the deer. Just as he was about to finish off the deer, the deer said, "Oh, I am captured again. What a gloomy fate!"

But this time, the fox didn't bother with the hare's trick and proceeded to help the lion. When he was done, he said to the lion, "We never needed permits for hunting. Why didn't you tell me?"

The lion replied, "You don't believe in yourself. You asked for another permit to prove you're a fox. What did you expect from me?"

****Are You a Lion or a Fox?****

Someone lacking self-confidence constantly procrastinates and finds decision-making difficult. They are always in doubt, saying to themselves, "Should I do it or not? Should I move forward or not?" They remain indecisive and full of doubt, unable to commit to their actions.

I know many women who have great skills but hesitate to start their own businesses because they fear becoming independent. Another sign of lacking self-confidence is undervaluing oneself. They always consider their achievements to be fleeting. They've seen experiences around them that confirm this belief.

For instance, I knew a woman who ran a very successful beauty salon. She was a role model for all her competitors, and everyone wanted a thriving salon like hers. But two years later, we saw her business come to a standstill.

I also knew another woman who had a great emotional life, and everyone admired her relationship with her husband, envying the intimacy they shared. She was seen as an ideal housewife. Yet, two years later, she was going through a divorce.

You hear all these stories and think that life's achievements are fleeting, but that's not the reality. The key is in this concept of "unity."

****The Second Secret: Unity****

All the good things that have happened in my life, all the significant changes, whether in relationships, finances, or social status, have happened together in

less than two years. The secret behind this rapid transformation was the concept of unity.

Unity means that all aspects of your life are interconnected, just like different parts of the body.

Imagine someone who is perfectly healthy, all their organs are functioning well, but they have a toothache. Can they enjoy their overall health? Can they focus? No.

My grandmother, when she was born, had one leg that was nearly half a centimeter shorter than the other. Everything else about her was healthy and normal, except for this half-centimeter difference. Over time, that half-centimeter became more pronounced, it affected her spine, causing her neck pain, and eventually, her hand stopped functioning. She developed a hunchback. Now, the gap between her two feet has reached 10 centimeters!

Ladies, different aspects of life are interconnected, and you can't neglect the other aspects and say, "I only want to build a romantic and respectful relationship," or "I just want to grow a successful and thriving business and ignore everything else." They all come back to you.

Let's go back to the two examples I mentioned earlier. I later realized that the successful salon owner had many problems in her relationships. She had ignored this issue for so long that it drained all her energy and even affected her business. Her personal problems were spilling over into her work.

In the second example, the successful homemaker struggled at her job every day. She hated her office environment, was fed up with her work, felt stuck for

years, and faced increasing pressure from her employer. But at the end of the day, she convinced herself that she had a good relationship. For a long time, she denied all the failures in other aspects of her life and wanted to compensate for them with the warmth of her relationship. The weight of this burden was so heavy on her shoulders and her family that it eventually damaged her relationship.

One Bad News, One Good News

One bad news about unity: You can't focus on just one aspect. Because your deficiencies can negatively impact the one aspect you are good at.

You can't be in love but unemployed, you can't be wealthy but alone. But here's the good news from the unity secret:

Work on any aspect of your self-confidence, and you'll see positive effects in other areas. A woman working on building maximum self-confidence has a loving and secure relationship, a thriving business, mental independence, financial prosperity, and this won't reverse.

Secret Three: Blossoming

The third secret is blossoming. I discovered this secret when I practiced the techniques of maximum self-confidence every day. When I found the secret of blossoming, I realized how much it helped me achieve results tenfold. Many people think that they need to be superheroes to achieve something significant

in life, but that's not true. You only need self-confidence. But look at self-confidence differently than what you see in the outside world.

Self-confidence is not an exclusive luxury and showcase that only a few possess. Self-confidence is not an innate talent reserved for elites.

Self-confidence is your tool and skill, just like any other tool you can learn and use in various aspects of life. Self-confidence is like any other skill: cooking, building construction plans, or driving. All these tools and skills are acquired through learning and practice.

What is the difference between people?

The difference between people is not in their tools and skills; it's in the secret of flourishing. One person learns cooking just for their family and occasional gatherings. Another person takes their cooking skills to a national competition, and a third person becomes the head chef of a five-star international hotel and eventually opens their own restaurant.

One person uses their construction skills to build a simple hut for themselves. The second person takes the same skills to work on a large tower project. So, skills are essentially the same. What matters is how you use those skills. Confidence is the same for everyone; the difference is in how you apply maximum self-confidence techniques. You don't need supernatural powers to become a successful leader, it's about how you use your self-confidence. This is the flowering of self-confidence.

So, if you want to achieve very significant and tenfold results in your life, you first need to master the techniques of maximum self-confidence, and secondly, learn how to flourish your self-confidence.

All of you have undoubtedly used the secret of flourishing, even if you didn't realize it.

Let me share a personal experience with you. During my college days in Bandar Abbas University, I worked as a student tutor and earned very little money. However, that experience boosted my self-confidence significantly. One of my classmates said, "We're selling cosmetics and hygiene products. You have the communication skills; if you join us, you can make money." I brought that self-confidence from teaching to selling cosmetics and hygiene products and earned an income. The same self-confidence led me to become my own boss and resign from my job as an employee. If I had waited to feel supernatural powers, I might still have been an engineering employee.

Seven months later, in Tehran, I became familiar with the insurance business and realized I could use the skills I had acquired in selling cosmetics and hygiene products in the insurance industry. The same self-confidence led me to become my own boss and resign from my job as an employee. If I had waited to feel supernatural powers, I might still have been an engineering employee.

Two years later, I took the self-confidence I had gained from selling insurance and applied it to the world of online businesses. I attracted website design clients and created websites myself. I realized that with the same effort, I could earn ten times the income from web design.

The same self-confidence, but in a different context, led to a tenfold increase in my income. Interestingly, website clients were seeking advice on online marketing, which became the stepping stone for me to enter the home-based business market. I wasn't a superhero, but I flourished my self-confidence in the right place.

From my perspective, half of success lies in the techniques of maximum self-confidence, and the other half lies in the flourishing skill of self-confidence. That's why my emphasis to all VIP graduates is to work on flourishing your self-confidence, just as you've invested time in building self-confidence. You have a valuable tool; you just need to know how to use it to achieve extraordinary results in life.

You can achieve anything with self-confidence, as long as you learn how and where to apply it for maximum impact. The big difference with the VIP program is that you don't just gain self-confidence; you learn how to make your self-confidence flourish.

Six months instead of six years

Now, I've shared three big secrets of self-confidence with you. Now you understand what I mean when I say I "ate the bread of self-confidence." And if I could do it, you can definitely do it too, but with one big difference. This journey took me more than six years, but it doesn't have to take you six years. You can achieve the results you want in six months or less.

If you want to maximize your self-confidence and be able to realize your dreams, I have a strong recommendation for you. Now that you've purchased

this book and are determined to become a powerful, independent, high-income woman and believe you need maximum self-confidence to achieve your goals, I strongly recommend that you participate in the VIP Personality Leadership program. In this program, you will learn how to map out the path to your dreams, build bridges to both your inner and outer doors, and accelerate your progress.

Hundreds of participants who have used this program have shared their extraordinary results with us, and we are confident in the effectiveness of this course. It's interesting to note that many women have said that just the first two sessions alone were worth the entire course fee, and they are very satisfied with the investment they made in this course.

Full course guarantee

Of course, we are confident in the quality of our training, and to ease your mind, we have a 100% money-back guarantee for the VIP Personality Leadership program. This means that if for any reason you are not satisfied with the course, you can request a full refund, and we will return the entire amount you paid without asking any questions. So, feel free to invest in yourself with confidence.

Now that you are a member of the Powerful Women's Club, the book's purchaser, we have provided a discount coupon of 3 million Iranian Rials to make it easier for you to access the VIP Personality Leadership program. The discount is automatically applied at the following link. To enroll in this course or see free sample videos related to it, please visit the link below: ([Link to course landing page](#))

Final Words

I congratulate you for completing this book. It's a significant accomplishment that you've achieved for yourself, your family, and your community. Please revisit the first part of the book once more to solidify the root of courage within you.

Please share with us the changes that have occurred in your life as a result of this book, and let us know about your achievements. We greatly appreciate reading your feedback on this book. So, write your success stories for us and send them via email or through social media.

To our dear experts, I request that any ideas that come to your mind to enrich the content of this book, please share them with us. This book is not just mine; it belongs to all Iranian women. I'm delighted that we are in touch.

Make sure you've received all the book's gifts, and rest assured that we have prepared many more gifts for you, which we will notify you about through the number you provided in the gifts form.

I hope for a day when no Iranian woman is deprived of the gift of courage. I hope the contents of this book will be taught in families and schools, and I salute you for being ambassadors of this great message.

Razieh Mirzaei

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