

# Self-Promote with Ease and Authenticity

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Okay, all right. So tonight's program is Own Your Authority. And the purpose of this program, although very specifically focused on raising your credibility, doubling your network, owning your value, which is really what what this is all about. I want you to give yourself permission throughout our time together, to think about one, just one, one breakthrough goal that will stretch you, but not freeze you. Something that will stretch you and not freeze you. And I really want you to consider areas in which you might be very confident. But I want you to think about areas where you are leading with confidence and asking for what you want and being visible in a bigger way, you might be just as confident, but you might not necessarily be projecting that confidence. And so we're going to do a lot of work around communication in today's program. Today's class is based on advocating for yourself and self promoting, I want you to also think about when you're considering that breakthrough goal, I also want you to think about (because this goes hand in hand with that goal in your career), I want you to think about the conversation, or the presentation, or the meeting or the interview that each of you need in order to get there. Because there is a key conversation or a key presentation that you have to make or key meeting that you have to schedule in order to reach your breakthrough goal. Some gutsy guidelines here before we before we dive in, I want you to listen to your intuition. Listen to your body. It's why I don't like doing zoom or any of these video based calls. Because it really helps you lean into what's what's coming up from you, for you. I want you to lean into tapping into anything where you feel a nudge to be a little bit uncomfortable. But that which would make you grow, I want you to take notes, the calls are going to be recorded. So if you don't want to take notes, that's fine, too. But if anything resonates, write that down, again, for those outside the US who are replaying this right now and listening to this right now all of your questions will be responded to before our next call. I also want you to make a commitment to stretch before we close here. And what do I mean by that? I'd like you to commit verbally to something that you wouldn't normally commit to, it has to feel like a little stretch, right? It really does, it has to make sure that you are feeling a little bit outside your comfort zone so that you're continually moving forward, which is really the true benefit of being part of any type of program, circle anything if you're writing something down that you're not doing today. So when I talk about note taking, I really mean, you don't have to reiterate what I'm saying you have the recording, it's yours forever. I need you to circle or write down anything that you're not doing today that you should be doing, or maybe some things that you're doing that you should no longer be doing. And what's something that you can do right now after today's call? What can you do right now starting small, that will not feel so scary, because little by little this builds up your confidence. We scale down the thing you're afraid of doing. If you don't know how to do something, we break it down and we go go step by step. All right, as I'm going through the presentation, I'm also going to be bringing up homework assignments, not the full assignments, because you're going to get those after this class, but I'm going to be mentioning them and I'm going to be throwing out one question from each assignment. And if anything comes up for you write it down, if you want to share it, share it with the room. If I don't hear back after I asked for that, take that prompt. I'm just going to move on. I don't force anyone to speak up. But if it's something that you want to talk about, bring it out, ask a question, unmute yourself and jump right in. And after the presentation, I'm

going to ask you to unmute ask any questions. If you want to wait to the end, that's fine too. And also share, if you don't have any questions share any A-HA moments that you had anything you want to share. I will be asking you to send in your assignments before next class. And that also helps me give you feedback in between our calls. So it's not just doing the assignments. But it's also me as your coach going in there and giving you some feedback or maybe just helping you get clear on something that you might be stuck on. And as I said before, you will be getting the survey after each class. All right. So let's just start off with commitment. Nothing happens until we make the commitment. So there's some commitments. I'd like you to just stay present to write down your own commitments to yourself, you know, if you journal, read those back to yourself, record them. I commit to changing my mindset and how I see myself as a valuable player in business. I commit to displaying my unique and authentic style. I commit to leading with integrity and purpose. And I commit to taking a slow and steady approach. This isn't slam dunk, this is slow and steady. And an investment in yourself pays off. So let's talk about owning your unique value.

05:00

Owning your unique value is really self promoting and advocating for yourself, that's the first place you start owning your unique value. And that has to be authentically aligned to your personality. Now, you may have heard this referred to as your unique value proposition, or often referred to as your personal brand. But tonight, we're pivoting that on its head, because this is so much more than personal branding and all the leadership terms we like to see, you know, thrown around, right? This is a self actualizing journey that begins with mastering your mental game and embracing beliefs about your talents. And remembering that success is your own definition. So you might know your expertise, you might know a lot about what you do for a living and your career for years, right. But that doesn't mean you're always selling it. Right, and the world doesn't pay you for what you know, you get paid for what you can deliver, for your results. So owning your unique value is actually three. It's a three part formula. And this really encompasses what I mean by your personal brand. It's your expertise. Number one, the things that you just do. Rather you learned how to do them, whether you know how to do them naturally, whether they are talents, it's your expertise, right, getting clear around what those things are. I know, a question came in from someone in the group that said, Well, how do I know where do I apply my skills? Where can I take my skills? Well, when you get clear on your skills, not the skills that your title dictates right now, but the skills that you have been commended for your accomplishments, which we're going to dig into tonight. That's what I mean, by clarity on your expertise and your natural talents, because those weren't random. Now I'll share with you one of the things that was my natural talent when I worked in Corporate America was I love to write, I'm a writer, that's my first form of communication. Right. So I got very clear on that when I was in corporate and I leveraged that my writing, you know, disseminating documents, right, maybe your thing is speaking, maybe it's problem solving, maybe it's leading teams, whatever that might be, we're going to get clear on that tonight. The second part of owning your unique value is getting clear on your results, and what you deliver. So there's your expertise and your talents. And I'll just say because, you know, there are more women in this group than there are men. But that applies to men as well, working with a lot of women, I have heard over and over again, I know my expertise, Marisa, I know what I do. But that doesn't mean you know your results, it doesn't mean that you know what results you get for your clients. Now, let's just touch on your clients, your clients are your management, your peers, your business partners, even your vendors, your team, your direct reports, people that don't necessarily report into you, but have a dotted

line to you, or who have to deliver something to you, right? These are all clients. So you have to get clear on what your results are. Not just enough to know your expertise. And then the third, and the actually the most beautiful part of this, it's wrapped around those two, it's, it's leading with your authentic personality, or what I like to say your personal charm factor. And that's also a place where I see a lot of professionals holding themselves back. Right, they take on other personas, they're not natural, and inauthentic to who they are, their genuine personality. When you can combine these three things, you not only get the clarity and confidence on your expert skills and your talents, but you're able to communicate those results and know what I mean by communicate. That's what I mean by selling yourself, advocating for yourself promoting yourself, you're able to clearly state in any given conversation, what you deliver, what your endgame is why your clients need you what why you're valuable. And then the connection is just your natural personality. If you're funny, if you're witty, bring it to the table, right? If you're, if you have certain little quirks about you bring it to the table, right? If you're sarcastic, lots of people are like, I can't think of how many people I work with. Sometimes sarcasm gets taken the wrong way. Because that's who you are, you know, a funny sarcasm, bring your authentic personality to the table. And if you're not doing that, this is where I want you to start leaning into that it's the combination of these three things that really hone in on your unique value.

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Why do we care about self promotion? Why is personal brand so important? It establishes the results that you deliver. And I talked a bit about that in the last section. You can speak calmly and talk about what you can promise based on your experience based on those skills. But not only that you can speak to the benefits that your product has. Making it attractive to your clients. Now notice I'm talking about a product and I'm talking about clients. Just like any any business out there, right. You are an intrapreneur if you don't see yourself right now as an intrapreneur. You are an intrapreneur is no different than a business. You have a product You have a work product and you have clients. And the only way people are going to buy your product is if you uniquely can speak to your benefits and what you can deliver for them. Because people want promises. But that's not all. People want to believe what you believe in. And as long as they can see how your results will benefit them, that's when they buy into you, that's when you're selling yourself naturally and genuinely. So you know what you're good at, when you're self promoting. When you're self promoting, you can advocate for yourself, you can sell yourself. And another happy side effect of self promoting is that you increase your confidence. And with increased confidence, you take on small levels of risk. Now, if you're not familiar with what it is, I talked about Gutsy Leadership, that's taking small level risk over time, and gaining confidence in yourself. And the only way you're going to raise your confidence and getting out there to whatever that breakthrough goal is that we talked about earlier, very beginning of this program, the only way you're going to increase your confidence is if you take small amounts of risk. That's what Gutsy leadership is. And that's intuition, leaning into your gut and winging it sometimes, and just saying something that comes out of nowhere, maybe not even in a formal conversation. advocating and selling, selling yourself is also the driver to getting hired. It's the driver to new opportunities and projects. It's the driver to new resources. It's the driver to ideal contacts, referrals and endorsements, which we're going to be talking about a little bit deeper on another call this program. So it's the driver. I know one of the questions that came in was how do I know when it's safe to leave? I'm afraid to leave. Well, I don't teach anyone to jump off cliffs and leave your current role. And you can transition but you have a job, it's much easier, when you're looking for another position. So you know, when you're thinking about

where you are right now, you don't have to take these giant leaps, you have to prepare for it based on the skills, the results and the personality that we talked about earlier. And then once you are clear as day what your portfolio looks like, then, then you can really shine. When you change your inner game, you change your outer game. And that's what also Gutsy Leadership is about, changing the conversations that you are telling yourself. In fact, the only conversation that matters in this world is what you tell yourself, not what you tell others. It's the first conversation that you're telling yourself inside-out leadership, self leadership. Because once you're clear, everybody else is clear. Let's talk about some beliefs that tend to come up from everyone. These are based on professionals I've coached over many years. A lot of times we want to retreat, we want to give up, we want to say you know what, I don't feel like this is going anywhere. I've been trying so hard, and I'm not good enough, or I'm not good enough. Well, pushing doesn't work, pushing and pushing doesn't work. It's the pull strategy. And that's really what this first topic is about self promotion, advocating for yourself, selling yourself, it's a pull strategy. You're not trying to sell anybody, you're just stating, clearly what you do the results you deliver for your clients, and you're doing it in your natural, authentic way. The ego is a wonderful thing that keeps us safe. Since the beginning of human existence, it's kept us safe. But it also goes too far, the ego is constantly trying to protect you and trying to keep you small. So when you're going for a new opportunity, or trying to go for a conversation, you will hear the inner crow I talk a lot about that on the blog, on the videos, the inner crow will never go away. But you know what, I've come to a point after doing this work for so many years. But I've discovered and seen when I've seen the most growth in people and professionals in their lives. It's when you're able to listen to the ego and hear the crow and act anyway and act in spite of. That's what I'm talking about. When I say listening to your gut, you hear it, people around you are saying the reverse and you're still going for it anyway. Just be aware of the ego and how it's trying to protect you and keep you safe.

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You're normal. I work with a lot of people that say, you know, I have these thoughts. I'm confident I don't understand. And I'm a managing director Why? Why am I not confident when I talk to my team? I got the role I wanted. From managing director down to millennial, it doesn't matter. And men or women, this applies to both. You're normal. Most people walk around not knowing what they want. Most people will walk and allow themselves to walk into places where they're being led by other people's agenda by falling into things that they may not necessarily have signed up for. And that's okay, we've all been there. But really, when I asked you to write down one breakthrough goal in your career, what I was really asking you is to really be clear on what it is that you want, because most people don't know what they want and they fall into circumstances. And there's no blame here, there's no, it's not a blame game, it's an awareness and just being aware.

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So then you have the power to choose. When you know what you want, you can create what you want.

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Right and, and exploring whatever shows up for you. And being wary of any negative self talk, I like to also treat the ego almost as a third party, as an observer watching my listening to the voices, if you will. So be like an observer when those thoughts come up for you. Being uncomfortable is a non negotiable in our lives, it just is. If you are not uncomfortable on a regular basis, you're not growing,

right? It's the growth gap. And the way to be uncomfortable is again, taking on low level risks over time, which builds confidence over time, the more risks you take, the more confidence you build. So promotion is not about selling yourself, it's about being yourself, if you consider yourself a professional expert who wants their results and their reputation to be taken seriously. And I invite you to become very comfortable in self promotion mode. And talking about one thing, which is your value, and the assignments that I give you today, and the work that we're doing is all digging into that one thing, your value.

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Now I want to just set a reality check here, your next opportunity will not come from a friend or family member, I hate to break the news, they love you, but they will not help you find the next opportunity. I mean, if they do great, I'm not saying it doesn't happen. But realistically, practically, it's not going to come from them. Right? It could come from a mere acquaintance who just mainly recalls how they felt around you. They may not even remember what you do for a living. They just remember, you know what, I feel good around her. I feel good around him. Self-promotion creates that experience. Because you're genuinely being yourself. Remember that personal charm factor I talked about? And you're just stating what you do, and you're sharing the results. And you're stating, and you're doing your best work, your talents and your skills. And that's really what matters. When you think about making yourself memorable with people. It's the feeling. They don't need to remember the details. They just need to remember how they felt around you. Now as humans, another reality check, right? We were not wired. Maybe now the next generation is getting better at this but as children, right, we weren't wired to be walking billboards for ourselves. We weren't wired to self promote naturally, or were wired to naturally celebrate and acknowledge our wins. I had a conversation, I said something to my son a few weeks ago. He's 11. And he said, Mom, it sounds like you're bragging. And I wasn't I was just sharing some great news. And he was very uncomfortable by it. Now, I never taught my son not to be happy not to celebrate yourself, right. But that's something that he just felt. So it's almost like we're wired the opposite. When we're born, right? We're almost wired opposite not to do, not to celebrate ourselves. Self-promotion is self love. mindset shift. When you think about your work, when you think about what you bring to the table and your job. It's not about you. And that's really the biggest challenge. That's where we hold ourselves back. Because we're so focused on ourselves, right? Not in a narcissistic way. We're focused about all the things, we're going to say, if we're going to get the deadline done so much pressure, stories, but it's not about you, you have to flip it around and think about the people who need you. And you have to think about your clients and the future clients that you have yet to meet if you're looking to move on right, the people who really need you, and appreciate you. Now, there's a great quote from Mother Teresa that I love. And she said, there is more hunger for love and appreciation in this world than there is for bread. And that is a true statement. If you look at it any personal relationship that you have, a partner, a child, anybody professionally as well, right? People just want to be appreciated, just like you. People weigh in on how relevant you are based on how relevant you see yourself first. And if you're not communicating your value, why would you expect anyone else to do it for you? No one else is going to pound the table for you except you. So I want you to if anything's coming up where you feel like there are areas where you could be doing and really communicating your value more with one particular person write that down. Your gifts and your talents were not random. What you think about who needs you, we're going to cover today is your leadership assets. We're going to dig into your leadership assets and your leadership legacy. And I'm going to talk

about metrics and how do we measure those. Now a lot of people aren't always familiar with this term. It's more in the corporate world KPIs. KPI stands for key performance indicators. So we're going to go and take those assets and we're going to put some measurements around them because this is all part of this strategy of developing your personal brand and selling yourself are also going to be looking into complements often not talked about in the leadership development space. But so key. Can't talk about self promotion and selling yourself without storytelling, naturally.

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Genuine personality. And then we're going to deep dive into purpose. And purpose is really where the fun begins. Because this is just going to set you up for who you are, I think a question came in I don't recall from Europe or this group, a question came in and said, How do I know? You know who I am? And what I'm good at as an individual versus, you know, a professional just in a group versus individual? Purpose is going to help you do that. In a study that was done across the US and UK a couple of years ago, a survey was done a study where they asked what are the top skills that were desired by management when they hire people, and technical functional acument were not at the top technical and functional, we're not at the top, I have a long list of what those skills were. But guess what the top three skills were and this was hands down, this wasn't even skewed. A hands down result of this research and the study done. The top three skills desired by management, were number one leadership, leadership gusto, demonstrating leadership, which means when you walk in the room when you meet someone, right? How do you walk into a room? When you're invited to a dinner party? How do you walk into a dinner party? If you don't know anybody in the room? Anything you do is everything you do. How you show up in a dinner party is the same way you show up in a meeting, but maybe you're filled with a room with people you don't know. The second thing is communication. What are her or his communication skills? And the third thing is what I talked about earlier, that personal charm factor, and really the persuasiveness gene. Can I picture myself working with this person for eight hours? Am I going to get on with them? Are they going to get on with my team? Do they fit the culture? When we think about cultures and companies. That's what they're talking about hiring people that fit the culture. And we've all been in a situation where one person, doesn't fit the culture. And it ruins it for the whole team. And eventually, they leave because of that energy. So personal charm is so important, will they fit in? Soft skills. That's what those three are. And let me put those back on the slide, we're talking about soft skills. Notice, these aren't hard skills, you can't pull out a piece of paper and show me leadership and show me communication and show me your personal charm. Every one of these are soft skills. Those are the top three things that managers and leaders look for. Soft skills are influence. If you're clear that your expertise is significant enough including the results that you get for people, then talking about those deliverables will guarantee that they will recognize those accomplishments in you too. So much so that they will undeniably be compelled, be compelled to hire you. But on the other hand, if you feel you deserve only quiet mention, maybe you've been working behind the scenes, doing other people's jobs, or doing your job really, really well behind the curtain. Well, then that's about as much as people will remember about you as well. But soft skills is where you're really able to spread your wings and, and really demonstrate all of those things, not behind closed doors, but selling it and vocal clarity. So let's talk about leadership assets also known as leadership legacy. I want you to think about and I have a worksheet on this particular topic, where have you demonstrated leadership on past projects? Where have you stepped up when duty called? I'm just giving you prompts. There's lots of other things, lots more work to be done here. I want you to think about where you demonstrated

leadership on past projects, where you've mentored or trained someone, wherever you're the go to person that fixes everyone's problems? That's the most common thing I've heard. You know what I've been the go to person, I've been the taskmaster for so long. Well, eventually you have to transition out of taskmaster mode, right. That's how you move on to more leadership, it has to be on the ground, but then you got to roll yourself up. And you also want to think about the ways in which you've been uniquely delivering those assets, and your leadership give your value, think about your area of expertise, and think about what you do, your insight and your pulse and your opinions on the industry. What are the trends happening? And being able to speak to those trends is also how you sell yourself, right? Because you have a pulse on them. The other one I love the third one here, your experience navigating the systems. You know, there are people that don't really know a whole lot of their expertise or their expert role, but man they know how to navigate. They know how to get things done. And it doesn't matter whether they have expertise if they know how to get things done. And people know that they know how to get things done, they're going to be influential. We've also been around those people as well. If you have experience navigating the systems and figuring things out, and can talk to those business processes and, and challenges,

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that's also part of your leadership assets. Your leadership role as either a mentor, a PM, a project manager, a team lead, an executive an assistant to the supervisor, an assistant to the manager, even if these are not official titles, your take charge history. I've worked with a lot of people that said, You know, I took over for someone because they were on disability for a few months. And as a result of that, I got so much more experience. Also, your lessons learned and your hands on experience. Now, if you take just this, all of these things that we're talking about, if you just take this, and you think about an interview, or a client, a potential business partner, anyone, these are the things that they want to hear, you can promote your hands on experience and past roles, and the products and services that you learned along the way. You can speak to the workflows and the processes and how they best served your clients and why. Now, let me just make a note here about process workflows. It's really important that you focus on the product, not the process, people don't want to hear about the process, they don't want to hear about how you got things done as much as they want to hear about the product, the results. But when you sell them on the product, then you back into the processes, especially if you're on an interview or, you know, work or moving towards a new role or a new project. You know, it's not that the product processes and workflows don't matter, but you have to work backwards. It's product, not process. And I know that you know that because I'm sure you've been in a conversation where a simple conversation where you're asking someone a question about their work, and instead of telling you the end result and getting to the point, they go around and around and around, and you're just thinking yourself wow. Yeah, that's way more information than I needed to know, right? TMI. Get to the point, so you've been on the other side of that. And when you're moving on into leadership, and you're going into senior level roles and management executive, if you're there already, you want to move on to a new executive role, right, this applies everywhere. And you want to start with the product, and then work backwards and then go into your processes. And then you segue way into highlighting yourself as the resource that people turn to to accomplish those results to get those goals. Even if and this is very important. Even if you didn't do it yourself. Even if you delegated to find help where people helped you get to those results, you were still relied on to find the right person to solve those problems. And this is really a really important point I like to highlight because a lot of people that I've coached, and I'm you

know, all the way through executive level, they say to me, you know what, I for most of my career I have, I have been executing, I've been executing, but I haven't really, I haven't really been stepping away and delegating and haven't been letting people just run with it. various reasons, right? Maybe a control thing, maybe you didn't feel like they were trusted. It doesn't really matter the why. But you know, when you move to a certain level of leadership, you really want to think about in your next role. And you're always thinking about your next role on day one. What are the areas in which you're not executing anymore. We're going to talk about this in another module on thought leadership, thought leaders, and that's really the end game, thought leadership is all that means is that you're no longer in a doing mode. Right now you're being left on for your advising, and for your wisdom and, how you know how things work, you're not doing any more. So thinking about your assets, I want you to think about ways where you just got the job done. When you got the job done, and you delegated. Your experience navigating the system as well, knowing how things get done in an organization, all of these things, have you qualify yourself to openly self promote and advocate for yourself. Let's talk about the end to end flows of things that happen, right? Whether it's an accounting function, a sales function, a management function, and administrative, it doesn't matter, your understanding of how flows move across departments across functions, right? That's called bridging the gap when you can speak to those flows, even though you're not necessarily responsible for the individual pieces. That's also part of your leadership legacy. A lot of this is swept under the rug. But when communication breaks down between people, how many times have you seen the silos, right? This isn't just a problem in corporate America. It's a problem in every organization, in government, in corporate in small businesses, when communication breaks down, there's the people that are in between that can bridge that you bring to the forefront that you help translate. It's almost like everyone's speaking a different language. And there you are explaining this to that person, right. And just being that medium,

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that's also part of the leadership legacy. Your insight and your pulse on the industry qualifies you as an expert in your field as well. And therefore, your opinions on these trends hold value. And they are prime time content to socialize. And I say that word loosely, because now social it's always tied to social media. That's not. But really, it's based on the same concept, right? Social media is promotion. Same thing here. So this is all part of your leadership legacy. So before we move on, I'm going to be giving you a worksheet after this course, this class tonight on digging in deeper on these accomplishments. But I also want to say one thing, when you think about someone that you just met for the first time, whether it be a networking event, or a casual acquaintance, maybe a dinner party, and you get to a conversation of Well, what do you do for a living? Notice the first thing that comes out of that person's mouth, because the first thing that comes out of their mouth is what they're proud of. Right, they might do 1,000,001 things, but the first thing they're going to tell you is what the most, the most proud of they are in their job. So if you for instance, love being a front man or front woman in front of people like helping supporting being in a support role, or, or maybe you just like doing events or front facing, maybe you're back door, whatever that is, the first thing he talks about is what you're proud of. So why I gave you this worksheet is well, first of all, I want you to dig into this, but if anybody wants to unmute right now, and just share anything that's coming up for them, and accomplishment in your career that you're proud of, because this is going to be important to self promoting and advocating for yourself. So please feel free to unmute yourself, and share one thing that you that you are proud of write that down as well in your notepad. I want you to think about what I like to call the low hanging fruit. And who are



the low hanging fruit? Those are your clients. Remember, I talked about clients, you are an intrapreneur? Right? Your low hanging fruit are your clients, business partners, your management, your peers, your direct reports, everybody is your client. So you think about what you bring to the table. Right? What were the results? What did you deliver? What are you proud of, and just be aware of the inner crowd shooting you down or any negative self talk? And if you need coaching on that we can do that in between these calls as well. All right, I'm going to move on. Fears.

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I just want to say like, I'm proud of the fact that whenever I do move on to new jobs, and I'm trained on things I'm able to take on the task and actually execute them and stay with them. And so I'm proud of that. You know, what, Who's speaking? Jacqueline, such as Jackie, what you just described is what I have often heard referred to as a follow up. How many times have we worked with people that drop the ball? Is that where you going with this? When you just let things go and you go through and you finish it, you complete it to the finish line? Right? I not only complete it, it becomes one of my tasks, I just excel at it. You just excel at it right? How many people don't finish the tasks? Right? How many people don't take things and follow first. So when you're talking to someone and on an interview, or wherever that is, that's something you're proud of, it's the first thing you shared on this call, you bring that to the table. You bring that to the table without putting a negative spin on it, right? We always want to put things in a positive light, you wouldn't say, Well, you know, I work with some people, they're always dropping the ball. So I had to, I have to take it on. No, that's part of who you are. You can be basket weaving for a living, I bet you do the same thing at home. Are you any different than at home? If you had a plan, a bridal shower? Or your best friend's bridal shower or something for the family? Are you any different, right? This is who you are, I'm going to go back to that three step formula, your personality, who you are at work is not that much different than who you are at home, different people, different folks, different strokes, I get it, but you're the same person. So thank you for sharing that. And obviously, that's something that you're proud of and, and you want to bring that you want to bring that home. Absolutely on any interview or where it feels right. And you will be regarded for that as well. When people think about working with you,

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on the future projects. We know that she's got our back. Now I just want to make you aware because we're going to talk about this later on another class on thought leadership. It's great to get things done and bring them to the finish line. But at some point in your career, you're not the one doing it. You're not the executioner anymore, you're not the taskmaster. Right. You're the one who's advising you're overseeing, you're maybe a little bit with your sleeves, sleeves rolled up, but you're not the one doing if you're going to stay in a daily doing mentality, you're not growing in leadership. So having that mentality and thinking about the team, the future teams that you can have, where you're inspiring them to do that and encouraging them to really go forward with, with their projects and not give up. I'll be, you know, be really honest, there have been lots of folks in my life over the years in corporate where they dropped the ball, because they just felt like dropping the ball, there was absolutely no integrity. And then I've also worked with people who dropped the ball because of these three fears that I have on the slide, the fear of failure, the fear of rejection, and the fear of looking foolish. These are the main fears that drive us as human beings, it applies everywhere. If you're buying a car, if you're negotiating for a house, if you're dating again, it applies everywhere. So I want you to I threw this in here, because I believe

someone also mentioned fears as part of I have a whole program on just fears alone. But I want to, I want to really bring this into the conversation. Thank you, Jackie, by the way for sharing that. That's great. And we could continue that as well, as we go for further. Fear is what's what's holding most of our decisions back. It's everywhere. And it's an important aspect to remember that, you know, as humans, we've evolved to a stage where almost all of our fears are self created. I want you to think about any fear. And if you want to unmute yourself and share any fear, which has come up, holding you back from recognizing or talking about your accomplishments openly. So in the last section, I just asked you, to drill into your accomplishments, do the assignment. But you can actually talk about or know your, your accomplishments, and you could share that with me, but are you sharing them with others? What's holding you back from speaking openly about your results? And the value that you deliver? What's holding you back from that? Because there's a really fine line of saying, you know, what, Marisa? Here's a list of all my 10 accomplishments, these are the things that I'm known for, that I've grown my career on, I built my reputation on and I will say to you, that's great. That's great. But are you self promoting it? Are you talking about it? And if you're not, what are the fears, which of these three fears is holding you back? So I want you to think about that, where you have held yourself back. And you know what, it doesn't even have to be about your accomplishments, it could be in a meeting, where you're quiet, everyone's nodding their head, and you don't agree, that's also not self promoting, right? Not speaking, not speaking your mind speaking up. It could be in little subtle ways. When you want to do something, you want to step into something and you hold yourself back. A fear is self created, it's imagining some negative outcome in the future. But actually, you're the one creating the fear. And honestly, if we're being honest, if we were to unpack this a little bit more, you would likely find out that there is also on some level, a fear of success. Now, the fun part about fear and which many don't realize is that once you instinctively feel the fight flight or freeze response, then you can out it for what it is by openly sharing it. When you recognize it right? Then you can name it, you can call it out. And that's when it dissipates. That's really how it works. I see it in children. They don't want to do something, they're scared to tell the adult I'm scared. And then once they say they're scared, it goes away. speakers, I've worked with so many speakers, people who are afraid to get on a stage. But until they actually tell the audience you know what, this is my first talk or, you know, I have never spoken to an audience of 500 people just saying it before they start talking helps them get through the talk. So by sharing your fear with me, whether it be on this call, whether it be on the assignment, your outing it, and it's just it's like that ego I talked about, you know, you're just calling it out, so it has no control over you. And it dissipates you, it dissipates the fears. And you can push them to the side, you know, for the moment and focus on what you want, which deserves far more attention, your accomplishments through genuine self recognition. Now another area that I want you to think about is your level of expertise. You are either in one or two or one of these two categories. You're either deep dive as a professional, or you're wide across. So let me tell you, let me explain what that means. If you enjoy naturally if you have enjoyed naturally in your career, sinking your teeth into one particular area of expertise, and you have continually deep dived from there throughout your career.

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Right. That's the deep dive type of career path. However, there are some people that go wide. They span several areas, but they're not necessarily an expert in any one area. They have a solid understanding of the people and the processes that make up each of those components and they understand high level, bird's eye view, and they can confidently speak to their value from having that

expertise. Now you could have both in a lifetime not saying you're one or the other. But in this moment where you are right now you're one or the other, you could only be one or the other in a particular point in time. And there's no right or wrong. It doesn't mean one sets you up for leadership and one doesn't, both career paths will still serve you. Now, I'll just talk to you what each of these gives you the latter, the latter wide across, typically gives you the exposure and the solid understanding of various functional shops, various areas flowing across organizations, usually sets you up naturally for a leadership role. Because you've never been in the details. The former on the other hand, and actually, that's where I live from a lot of my career, I was an IT executive when I left corporate, but I spent a lot of years like, five, six years, just starting out my career in the deep dive phase. And then one day, I picked up my head and I said, Wait a minute, I actually want to do more in my life, I want to be more than an executer. I want to go into leadership, I had to demonstrate that. And so I balanced the deep dive executer, the management role with an expert role, right, I kept my my feet in the ground with my technology skills, because I happen to love technology, and I didn't want to leave it. A lot of people are scared also to leave their job security, right, they've been doing something they don't want to let it go. They don't want to train others. It's natural. It's you know, going back to those fear, fear of failure, looking foolish, or any one of those fears applies. There's no blame or shame, no blame game here. It's an awareness. And also I'll speak personally for myself, when I started to slowly slowly let go of the taskmaster, the execution, that's when I moved higher and higher and higher and higher into management. And management is not leadership doesn't have to be the same. But you know, it's still a path that you can take one of those two. So, you know, be aware when you're doing this exercise, this is a clarity, exercise, be clear right now on what kind of expert that you are, so you can speak to it. And you can sell the knowledge that you've what I like to call foraged under your belt, right, you've collected under your belt, be aware if you're deep dive or wide across, because when you're selling yourself, I've had people turn around and look at candidates that I've coached and say, You know what, he's a great, great person. He's a technician. And maybe that's true. Maybe he is a technician, a technician is very deep dive. And then I've had people that are technically technicians, but they have pitched and sold themselves as wide across meaning. Yeah, sure. I've had some years of the technical experience or the accounting experience, but now I'm in a higher level role. I'm able, I have the understanding from a business point of view, right? I'm not always only in the details. So be aware of your level of expertise. If you want to move on from one to the other. No problem. But be aware of it when you're selling yourself. And and also that'll help you stay focused when you're when you're sharing the things that you do and and just sharing with someone who doesn't know you are giving them a little bit about your background, are you going to go deep? Or are you going to go wide? Now let's talk about metrics, or KPIs key performance indicators. Here's how this works. We talked about accomplishments, we talked about things that you're proud of right? Your value, but it's still not enough. When you're talking about your value. You have to share it in terms of numbers. I'm going to give you I'm going to go through right now, why that matters. Whatever information that you tend to share, in descriptive form in paragraph form, you are now stating in terms of time, units, dollars and percentages. Why do metrics matter? They are measurable, you are measurable. Success is measurable. Management, any management, executive management, senior management, all management likes to talk scorecards, if you are in a management position, or you are an executive role. You know this. If you run a practice, you need to know your scorecard. And people also digest and retain numbers. They don't read, digest and retain commentary. So when you're doing a presentation, when you're speaking to some simple thing on a document that you've disseminated. People want to know the numbers. And the beauty, the beauty

around metrics is that they're simple. And they're short and sweet. They just keep things real short and real sweet to the point. So I want you to think about your numbers. What are your leadership metrics? And I have an exercise for this an assignment that you're going to do after you do this first one, you're going to go into this one.

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Now, I've worked with a lot of physicians over the years. And I'm just going to use it as an example the medical field. If you were in the medical medical field, your numbers would be based on how many patients on average you see each week. If you're a surgeon, the number of surgeries performed in a month. If you're on the research side, it would be the number of research papers that you've published. To gain the credibility in your field. The number of fellowships that you've been granted. How many trainees you've had in the hospital? What about the percentage of a patient's waiting time that was reduced? When they were waiting to see a doctor at the practice all of these things, right? All of these things tie into your metrics. Now that's a separate field, the medical field, it stands on its own. But I want to use that as an example. And I want you to think about your metrics that sum you up. You know, that expression, sum you up what metric sum you up? Because that's what's also you want to promote. If it's on the resume, right metrics are on the resume, you look at LinkedIn, you have 500 plus connections, that's a metric. Oh, he or she, she's got a lot of influence, but he has a lot of influence. She's reached the 500 threshold, right? LinkedIn, notice, that's why they have it there. Social media followers, all of that metrics are everywhere. They're so subtle, but they matter. And you may not realize that yourself, but you're judging. They're also judging, right? People based on their metrics, there's no shame or blame in it. It's a human tendency, right? So you have to know what metrics sum you up. But I hate to break the news. Don't kill the messenger, but metrics justify your existence in an organization. If you can't speak your numbers, if you can't show those reports, a simple example is a status report or an outline a graph. That has to show Wow, he or she was able to take all of this background information and all of this data and roll it up for us in 10 minutes or five minutes and made our life so much easier. If you can get to the point and help people just connect the dots. That's what I mean by metrics. If you're able to communicate metrics on a project. Take the data. And by data, I mean that in two ways, practically like actual data, whether it be from a spreadsheet, or a business intelligence tool doesn't matter, actual data or, you know, soft data that you're just showing on a PowerPoint slide, showing your existence and justifying your existence through all your analysis and your, your opinions. That's how people form opinions by looking at the data. So what data are we talking about? We're talking about the savings made? Possibly, right, your clients want to hear the savings that you made, they want to hear the costs that were caught. They want to hear the efficiencies that were implemented the profits. They want to hear the time that was saved. All of these things tie into, to your metrics. Especially if you want to do something new, or you're pitching a new idea where they're going to say what's in it for me, why does your client care? The only thing that's taped to their forehead is so what are you going to help me save? Are you going to cut costs? Are we going to get more profit? Are we going to save time? Are we going to be more efficient? What's in it for me, you have to speak this language. This is like a whole it's almost like speaking another language. You have to go through this filtration system. So you hit the beats. And people would really appreciate when you're, when you're talking metrics that you drop the long winded version behind all that data, and you package it all up to them. You package it up into a nice little gift into small chunks, which are easy to digest and remember. Now let's talk about the metrics which work negatively. What about when you're

working on a project where your time spent increases, and now your project is delayed. You can also talk about that you can say you know what because I spent X amount of time on this project that was handed to us, or this is what this is the impact of that. So when you're talking metrics, you're also talking impact, you're talking about the cost. Now the first five bullets here in blue are talking about the benefits. But metrics also apply with costs. And as a leader, you have to speak to the cost, you have to speak to the risk. So what is the risk by spending this much time? Well, you know what we're going to be behind a couple of days, we're going to be behind a few weeks if we do and we invest the time in that. What about when too many chefs are in the kitchen, on a particular project or a program? Well, you know what, too many chefs in the kitchen translates to projects being missed deadlines being missed, and that translates to cost. What is the cost from having three consultants on this project

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that we paid? That couldn't do anything? Because we had too many chefs leading in the kitchen? So I'm pulling from examples that I've heard over the years I'm pulling from my own personal examples. I know that you also have your own, we all have our stories. But when you're talking metrics, you're talking about two things, the benefits and the risks. And here's some examples of metrics. I'll focus on the benefit. Let's say you put in a new T&E system that used to be paper based. And I'm talking you know, this goes back years. This is an actual example, but a true example where a T&E system used to be paper based and now they went electronic. Well, the only metric that they were self promoting was we made an 85% savings in spending because we went away from paper, we went away from running around the hallway asking for approvals. Or we made an 85% savings in spending by implementing a T&E system. Another example of metrics. If you're onboarding clients, if you're onboarding employees, whatever who you're onboarding project doesn't matter. We streamlined the time it takes to get clients in the system from four days to one. That's what I mean, when we're talking about metrics. Now, you could say something like this right before meeting, throw it right in or at the end, or weave it in, however you want to do it. But you're always weaving in subtly, your metrics, what you're doing, what you're accomplishing, and your value. And obviously, you know, on an interview or any client project that you're on, obviously, you know, you're bringing this in, it's kind of understood that you want to highlight, but there's also the subtle ways. In fact, that's really where we thrive. Because over time, when you're doing and sharing your results, and the things that you've done, we've talked about results is that three part formula, these are the results, but you have to wrap them around with some metrics. So I want you to think about those accomplishments, I have a worksheet on this. But for now, if you would like to unmute yourself and just share a metric on any accomplishment that you have, that you feel, would really hone in on your value and put you in a in a place where you are selling yourself and ultimately advocating for yourself. So feel free to unmute yourself, if you would like to share a metric. Otherwise, I have a homework assignment. Now, the number one metric that really matters. And this is a life metric, it's not a career metric. The only metric that really matters, is how often you speak up. That's it. Any metric you decide on is a good one if it showcases the value that you deliver. But the most critical metric, which you want to measure yourself around consistently, for your entire career is how often you speak up. But it really applies to any area of your life, whether you're managing your finances, whether you're buying a new car, you're negotiating a home, finding a partner, you're discussing feedback with your child's teacher. This applies everywhere, how often you speak up. And this is the number one top predictor of your success. How often you speak up, how often you disagree. How often you respectfully agree to disagree. If you take yourself seriously, as a professional expert with value, then it's your

responsibility to speak your beliefs, speak your results, speak your experience, speak your challenges, speak your failures, and speak your ideas. Even if they go against the grain with everyone in the room. People don't have to agree with you. They don't have to like you, they just have to respect you, they have to respect your ideas. Now, when you're owning your authority, and you're facing an opportunity, or a project you haven't done before, you have to lean into your gut. And you have to give yourself the Yes, before anyone else is giving you the Yes. If in your gut, you're taking on a new position, a new role, you're thinking about it and you know, you can handle it in your gut. But you're not 100% ready, but you're still excited about it. And maybe a little bit nervous, then you go for it. That's your gut speaking. And the skills that you need and don't yet have is the growth gap. So if you're 60%, ready for a new opportunity, that 40% gap is the growth gap. And the fact that you don't have it is the reason why you want it. You have to really make a mindset shift a lot of people I've seen a lot of professionals, I've coached over the years, even when I was working, as a mentor as a coach inside corporate I was doing it unofficially. And a lot of people shoot themselves down for opportunities because they say, you know what, I'm not ready. when I finish my certification when I finish my degree when I finish the exam, when my daughter is a couple years older, you know, all the excuses. I hate to say they're not real, they're real, they're real reasons. But just make sure they're not an excuse as well. Right? Be aware of that ego showing up and what it's telling you that you're not good enough.

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So if there are skills that you need, and you don't have, here's what you do, you learn as you go, you make it up, sometimes you don't know how to do something and nobody else is telling you there's no training, right? Well, you have to figure it out. And this especially applies I've seen a lot I'll tell you where this applies I've seen a lot of is when you you're stepping into a new senior role, whether it be for the same organization or a new one. And they're expecting you to come up with a strategy and and create this business practice, right? This new arm of the business, or implementation of a new software and there's nothing to lean from. You have nobody in the company who knows it, ou're going to figure it out it's a senior role where you can make it up as you go. You'll figure it out. You're going to have to grab people learn as you go right? Learn from maybe the team that's already there. Learn from experts. You can get a book, I have a perfect example of this. I have shared this with the person that it involves. Recently. It's someone that I worked with years and years and years ago, and I'll never forget it. He was in a tech role, a finance technical role. And he ended up becoming the head of the disaster recovery, global disaster recovery for this corporation, head of global disaster recovery. What that function is, is it basically is responsible for all the systems if they ever go down, that person has to figure out how to get the systems back up. If there's a fire, if there's an outage, whatever that might be. And everybody was scratching their heads, how did he go from finance, technical manager to the head Global Head of disaster recovery? How did he do it? Well, one day I asked him how he did it. I was in a meeting with him. And I was so curious. And that's that's also another asset, your curiosity. Don't be afraid to ask the question. I asked him, Steve, how did you go from here to there? And he pulled out I kid you not he pulled out of his drawer. And he showed me a book. Do you remember those dummy books, I don't even know if they're still around the yellow books with the yellow and black. That's what he pulled out. Now, that's not how he got the role. He got the role by selling himself. That was clear, I knew that. But I didn't understand why he took the role because he didn't have experience and he didn't care. He took out a book and he said, I'm learning from a book, a series of books, this is one of them.

And he hired a consultant, he got the budget for a consultant, he's going to bring him for six months, who has who knows everything there is to know about contingency and disaster recovery

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between the book between his wingman and him, he will figure it out. And he was in that role for quite a while.

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That's a perfect classic example. It taught me a lot when I was just starting out in corporate. It taught me a lot. And I'm glad that that happened to me at an early point in my career, because it taught me that there are no limits. The only limits you have is the ones you set for yourself. If you want something, you figure it out, and you go for it. And you if you're 60% ready. Remember that 40% gap doesn't matter if you're feeling it in your gut, right and you show the assets that you have today. And you are completely transparent and staying in integrity with what you know and what you don't know. And communicating that and then selling them on why you can figure it out selling them on why you can get there.