



Transcript: Audio Leadership Program

Hosted by Marisa Santoro, [In Our Shoes](#)

SPEAKER

Marisa Santoro

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Hi there, and welcome. Welcome to your own your authority, audio leadership course here, I'm really excited to dig in with you on exactly on the process of what it really takes to advance your career in any industry that you're working in, and whether you are seeking to make a career move to a senior, more senior level, position, or career transition, I've done both.

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I'm Marisa Santoro, I'm the founder of a career platform in our shoes, which is also a professional leadership development training and coaching practice. And I'm also a former Wall Street IT executive I had a two decade career in financial services. And today, I'm a career coach, corporate leadership trainer, keynote speaker and author.

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And I put together this program which is really based on first many of the questions that I've received over the years from the Q & A portion of keynotes that I've done and from just recently, the book launch that I had with McGraw Hill, I'm the author of Own Your Authority, which is a business career leadership book focused on intuition and self leadership and career leadership. And it's also based on just my personal experiences and, and those that I've coached those professionals that I've coached over the years. So I'll be weaving in some of their stories, my own and just sharing some examples as we go here, going through the process.

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For those of you who aren't familiar with my work, you might want to check out I'll also provide some links below on this page.

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A couple of years ago, actually, several years ago, I should say, sometimes time is a little is a little warped when we're in our zone.

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Several years ago, I had developed a talk called speaking without apology. This was specifically developed for female leaders, women in leadership, women at all levels, millennials, mid career

leaders, senior leaders, women executives, and that talk really was about one message which was to really make women aware have women become more aware, self aware of how they are diluting themselves in everyday conversation, without even realizing it. So fast forward from that one talk that I developed our program it has since it just spread like wildfire in corporate ERGs and training and development departments bringing that talk in. It became a whole module, and course and and then eventually a TED talk. So I have a link to that TED Talk. It's a pretty brief condensed talk only about 12 minutes. But if you listen to that talk within 12 minutes, you I promise will walk away with some really key nuggets of, of ways in which you can, I invite you to transform your communication, which will change how you are being perceived, how people relate to you, and how supported you are in any given room, whether you're in a meeting, whether you're in an interview, whether you're having cozy chit chat with someone over coffee or meeting, your manager or your managers manager in an elevator and you need to think quick to really put yourself in the best light. So speaking without apology is a whole chapter I dedicated to my book.

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This program that you've signed up for, is really based on the process the step by step system that I have been living and breathing myself. I started off as a computer programmer and Wall Street and financial services. And before the I even reached the midpoint of my career, I was taking on global or raising my hand I should say raising my hand to take on more responsibility and lead global projects in that industry. And I was pretty young. And so what I teach and I coach on and what I'm going to share with you today is the framework of that process of that system, which has always worked for me, especially if you consider yourself more of someone who is a better listener, someone who observes and listens, but not always is speaking up for themselves not always advocating for themselves. It also applies if you consider yourself someone who is smart and educated and skilled and experienced. But you're not always communicating that to the people around you, your colleagues or those potential new opportunities or, you if you had that elevator ride, that perfect contact at a networking event, you're not always putting your best foot forward. And it's not because you are not confident. You know a lot of people come up to me especially on first phone call and they say you know I am really really good at what I do, I'm very successful. However, I don't always have the confidence in certain situations. And what I've discovered, for myself and for these professionals that I've worked with is that, I know that it's easy to say this is a confidence thing. And to feel like it's a confidence thing, because you feel what you feel right? I'm not here to tell you what you feel or don't feel. But I will say nine times out of 10, it's really not a confidence thing. It's a clarity thing. And just being clear on what you really bring to the table and what you are trying to achieve in any given work situation. And sometimes, you know, it's not always able to script these conversations, right? You've got to think on your feet, you've got to think quick, decisively, strategically, right? But if you follow this process, it will absolutely help you lean into new ways in thinking about your career, especially answering that classic question. So what do you do for a living and you do not want to give that textbook answer with your career title, or the company you work for. You want to really project yourself with presence, and with purpose and with leadership and with a leadership footprint that leaves you memorable. So that's what this program is all about. And this is what we live and breathe here at In Our Shoes. It's why I broke out and left, I exited the corporate world, not because I was running away, but because I really felt guided to do and called to do something in a new and different way, which is to help professionals reach new levels of leadership in

their career. And taking an inside out, internal approach to how they're showing up in their career so they can transform their external results.

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So let's get started here. There are several principles of leadership that I teach and talk on. But I just want to cover three principles that are very simple, and are really the basis for everything that we're going to cover here.

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So the first one is self awareness, The top three principles of leadership, number one, self awareness. Being really clear on how you are being perceived, and how you relate to others. Having that introspective of how you're being perceived and how you relate to others. Doesn't have to be a good or a bad thing. Maybe how you're being perceived is negative, right? Or maybe how you're being perceived is positive. But knowing that right knowing where, when you're walking in a room, and you're feeling a little different today, for whatever reason. Really taking an inner look, and asking yourself, "Well, how am I showing up today?" Why are certain circumstances happening to me?" Another example is you get up, you're ready to go to work, you're on your way, and then someone cuts you off on the road, and really upsets you. And then you get to the office, another slam happens where it just sets you back and you're just having a really bad day, right?

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I do a lot of energy work here In Our Shoes and you know, this is really giving yourself permission to look at how you're showing up, where your mindset was that day, how you can change your results. And really being clear on recognizing that you really get to change your external circumstances when you're rooted in who you are and what you believe and your core values. And just being aware of when that alignment isn't happening and being able to make that shift.

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The second principle of leadership is self trust. So number two is self trust. And that's where you are willing to trust your instincts, willing to trust your instincts in the face of three fears. These are three major fears that every human being experiences. In fact, I guarantee you, you have experienced one of these three in the last 48 hours. And the first one is having a fear of rejection.

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The second one is the fear of looking foolish.

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And the third one is having a fear of failure. So this can show up with not being willing to pick up the phone and make the call that you need to call. Asking someone for help. Rocking the boat and throwing out a crazy recommendation or idea that shifts the project in a new direction and that no one else agrees with. It could also show up on the personal front if you're a parent having that talk with maybe your child's teacher or counselor. So the fear of rejection, the fear of looking foolish and the fear of failure. They are always there. I can't sit here and honestly tell you that they ever go away. But what I will tell you is that if you exercise a consistent discipline and routine of trusting yourself and really

leaning into that self trust. Trusting your instincts in the face of those fears, that's where you grow. That's where your playing field lives and breathes. So really being willing to go out on a limb sometimes and trust yourself.

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And that could also be just speaking up, right could be the very something simple doesn't have to be too risque.

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And then the third principle of leadership here is responsibility, taking 100% responsibility for your life and for your results. So what does that mean? That means if you are looking to experience change in any area of your life, personal or professional doesn't matter, then you have to be willing to change, You have to show up in a new and different way, you have to try something new. The definition of insanity, as we know, Einstein taught us is doing the same thing over and over again and expecting a different set of results. It's crazy, but yet, we feel stuck sometimes, and we are turning and spinning those wheels and not doing anything different. So in order to see that change, you have to really take a step back and look at where you are 100% responsible for your life and for your results.

11:09

Now, I'm going to dive in here to this the main categories, the main steps here in the curriculum that I teach on, on owning your authority to advance your career. And the first one is, number one, is owning your unique value, owning your unique value. So what do I mean by that? Well, essentially, you want to market yourself effectively in any given area. You want to be able to sell yourself, whether you're on an interview, whether you're meeting someone for the first time, whether you're just scoping out the lay of the land, and you really want to put your best foot forward to possibly attract new opportunities from people, referrals or whatnot. And owning your unique value is how you do that. That's a direct result of owning your unique value to be able to sell yourself. And this is a common question I hear from people where they say, again, I have the experience, I have the education, I have the skills, I'm in the right place, but I am not selling it Marisa. So you know, this is about embracing your self worth shifting, limiting beliefs about your skills and talents. So it's a two step dance. Embracing your self worth, and shifting any limiting beliefs about your skills and talents. And that requires embracing and recognizing your unique value. And being very comfortable being your own publicist. So if someone were to ask you today, "hey, you know what, I am actively looking for a new opportunity. Here's my resume, could you keep an eye out?" If this was a close friend or even a colleague? Would you hesitate to support them? Usually, we're just like, "yeah, sure, no problem, I'll keep my eyes open, no problem" It's always a yes, no skin off your back. But if we do it for ourselves, if we ask for ourselves, it's not so easy. So owning your value is also owning the fact that you are allowed to do that outreach, and to show up, stating very clearly, this is what I bring to the table, could you keep me in mind? And these are the results that I that I bring. It's also being able to comfortably promote by marketing with meaning. And when I say marketing, I don't mean that salesman stick, I mean, really putting yourself forward putting that a little elevator pitch out there. And recognizing that if you don't, if you don't leave a meaningful footprint, so to speak, when you meet with someone, or you're speaking with someone to who can possibly support you in your career, if you're not bringing enough energy and meaning to that conversation, they they're not going to be inspired to or motivated to support you. They need to feel that sense of urgency, that

sense of, I'm dedicated, I'm committed, I'm really, really interested, I'm really, really hoping you could support me, you've really got to bring a lot of energy to that conversation. Now part of owning your unique value is also recognizing your performance metrics, highlighting your value, and of course, cultivating the personal brand. And so this is really a an area where it takes again, clarity, right, having that clarity on what you bring to the table. Clarity also on your purpose. A lot of people say you know what, I know what I do, I know what I am good at. But I'm not really clear if I'm in the right field, or I'm in the right position. I feel like I might be going in a new direction and I'm not sure what that is. So so this stage is also discovering what that is and just being okay with not knowing in this moment, discovering your purpose. And aligning with that, when when you do to make the best career and life decisions that support you. So giving yourself permission to really lean into what that might look like.

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Now I share with you briefly that I was a former tech executive, I only lived and breathed in the financial services world. And I mean that literally, I went on a couple of interviews throughout my career that were in a brand new industry outside of Fin Services. And I could tell you that I always felt like I was a fish out of water. So financial services was my home. Until one day enough people had said, you know, what, Marisa, you've been coaching and helping people for quite a while, and you're pretty good at it. Have you ever considered doing something new in the career coaching or training capacity? And the answer was, No, I hadn't. But I felt called to doing something bigger and greater, with more purpose for me.

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So on a personal level, discovering your purpose can mean you making a career transition, or it could mean you know what, maybe I want to work with really large teams, or maybe I don't want to work with a team at all right? It doesn't have to be big bang.

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Turn the chapter of my career and start something new, it could just be moving to another arm of the business, it could be moving to a different area, sometimes taking two steps back to to make one leap forward which might mean needing to get the skills and experience to make another move later on. But really getting clear on what that purpose is. And so owning your unique value is really important. And if you don't feel like you're owning it be good to yourself. As a result of listening today, really write down in fact, right now, if you have a notebook or your phone, just jot down some areas where you could be owning your value better. And, and what stories you are telling yourself, those limiting beliefs that aren't true. Really leaning into that, and seeing what shows up for you. And I strongly encourage anything that you're writing down that you share with someone who cares about you and your goals. Because when you share the things that you want in your life with others, there's something magical that happens, it's like you've vetted it, you've extracted it from, you've outed yourself from the closet, so to speak. It's energy, and you just feel and, and sense of change a shift. And so that's when people really get that you're serious, and that you're committed to a new direction. And it just opens up so much, so much opportunity. So, so be good to yourself, as we're listening here. And digest everything here that I'm saying. And if there's an area of your life, that or area of your career that you don't feel like you're putting enough focus on, maybe that's the action item as a result of listening today, right? It's just the action item.

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All right, the second step in this process to really advance your career is to leverage your value. And sometimes leveraging your value is repackaging yourself. In fact, more times than not it is, it's repackaging yourself and demonstrating that you are ready for more leadership, packaging your experience. And, a lot of times I talk about this in the book, a lot of times this is about being recognized for not the doing anymore, but in the executing, the advising. And so, what is it that you're doing that you can now turn into going from, let's say, the domain expert to someone who has a higher level understanding and can lead in a bigger in a bigger way. So you really want to leverage once you own your value, you want to leverage that and see where you can apply that. This is really where you're expanding your influence, you're projecting credibility, you're owning the room, it shows up in even as simple example, let's say you're trying to get buy in, you know, from someone or client a constituent. When you're really owning your value and recognizing what you bring to the table, you're able to have that conversation, you're able to sell it, right? So sell the buy in is selling it as well, right? It's a form of marketing.

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Another place where this shows up is where you're able to manage up and ask the tough questions of your manager when needed. You're sometimes put in a position where you don't always agree with your direct management, and you have to, and you have to have those tough talks. And so, you have to have a basis, a backup, something to present to backup your opinions or recommendations, your approach. And so knowing that, that value that you have, knowing your results, you're able to communicate that. You're not just pulling it out of left field you're leveraging. You're leveraging and this by the way when you're leveraging your value, this is also how you turn your clients, internal clients or external, your business partners into raving fans of your work. because you're owning it and you believe in your work, and now you're repackaging it and leveraging it to share in a bigger way.

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So that's really the second step of owning your authority. So as, as a break here, just note down any areas in your career where you really do feel like you know what, maybe that's a spot in your career in this current role that you're in, your current position, or maybe a position that you're looking to apply for soon. Note any areas where you are not leveraging your value, not packaging it in a way that speaks to that new opportunity, lining up with what it is that you want, and looking at the stop gap.

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Where are you now and where do you want to be? That's also an example of leveraging your value and, and getting clear on how to go from A to B. You're the same person, right, your skills and experience are of the same but you're pivoting it in a way that presents yourself no longer as that doer or an executer but someone who is ready to lead and take on more in a new and different way.

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All right, moving on here. The third step of this process is building meaningful relationships. And another way of putting this is really fearlessly making an investment in yourself by fearlessly, networking, networking builds trust. And the purpose of networking is not just to make a whole bunch of

new contacts, right, it's to expand and make meaningful connections. And that also includes taking your existing network, however big or small that is, and reviving it. There are dormant people in your network that you might not be tapping into. And this will lead to a diverse group of champions and professional prospects. So when I say networking, I mean networking on and offline. And really gaining that visibility that you need and want. You know, that classic question when you're in a cocktail hour, or you're just chatting with someone, and they say so what do you do? You want to be able to answer that, go two steps earlier to what we just covered owning your value. Remember, we talked about owning your value, recognizing, your performance, and then leveraging that. So it's very clear to the person on what you're doing,

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I never recommend stating your title or stating your textbook title, your organization, you work for what you've been doing for years and years, you answer that question with what you plan on doing. So if you're looking to go, let's say, into a strategy role, you just dropped a couple of breadcrumbs that you're a strategist, right? It doesn't matter if you have 10 years of it, experience. It matters that this is what you're looking for. And it leaves you memorable, and you have to be authentic about that. You want to leverage whatever experience you do have, if that does exist, I'm not saying on a wing and a prayer, share something that's not true. I'm saying leverage, from the previous step, leverage what it is that you do and weave that into the results when someone asks you. So what do you do?

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Owning your value, leveraging your value and making yourself memorable? Many years ago, I had shared a post on LinkedIn which back then LinkedIn was not the professional networking hub it is now in fact, there were very few people that I could even name on one hand that I knew on LinkedIn. But I got onto the platform pretty quickly. And I threw out a post, I was going to be in the London area for work. And I threw out a post at this time, I was doing some motivational speaking in New York, and I threw out a post saying, Hey, I'm going to be in London, if you know of any women's groups, professional women's groups that might like to hear my talk, or like to be part of a high engagement, networking, fun experience, keep me in mind. The only caveat is I don't know anybody that would provide a space. So if you know anyone that might have a conference room, or I don't know, a private event area, in a restaurant, whatever that might be. That's the only thing I would need you to really find a location. And I have to tell you from that one itty bitty post, it was very quick. I didn't write much. I think I may have shared my website or my picture, I'm not sure. But I got a global law firm to host and sponsor this event. They brought in their female lawyers, and they brought in their female lawyer clients. And they brought in women on the street right outside of the law firm that were professionals in London and they invited them in. This was a standing room. Standing room only we had a beautiful speed networking event. It was a lot of fun. And that was just from a little post that I put on LinkedIn. So that's what I'm talking about. You know, when I talk about networking on and offline, the platform is a lot busier back then that is true, but there is still a way, let's rewind to that first step owning your unique value, there is still something that you can uniquely share that will solicit feedback, solicit engagement, there's always something.

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So as a little note here, really reflect here on, take a minute to reflect on how you would normally show up at networking events, you know, what would you normally say to me if I was having coffee with you, for example, you know, we both attended an event together, and I'm standing on line getting coffee, and you're next to me, what would you say to someone like me, and it's total stranger? That's what you can say to someone online, right? In fact, I coach a lot of people on doing presentations, and I'm a TEDx speaker. So I also help people with their talks and message. And one of the things I sit down with when I first talk to someone, as I say, tell me what your message is, just in plain language, and they tell me, and then I ask them to write it down, and they write it down. And then I say, okay, take that message and tweak it in a casual way, as if we just met, you know, on a coffee line, right? having coffee together. How would you share that message in a natural, authentic way with someone that you've just met? Right, that's the connection that you really want to, to create, and engaging in that small talk. And sparking authentic conversations, it's not scripted, it's you, it oozes from you, you can't fake that people feel it, right. It's energy. So take a minute here to really think about anything that you would normally share in any particular event could be personal could be at a wedding. And how you would tweak that, to show up with presence and leaving yourself memorable something that's not textbook I think that's really key here, it can't be textbook has to be something that has people say, hey, you know what I'd like to receive, I like to jot down his or her email or link into her or him on LinkedIn, you know, something that leaves you memorable and everybody has something, it could even be something you're wearing.

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For many years, I used to show up at events with or networking events, with red high heels, they weren't very high, but they were very red. And nine times out of 10, I would get men and women commenting on my red heels like that left me memorable. It wasn't a strategic decision. I just really enjoyed wearing red heels. But that was a conversation starter, right? So think about that as well. It's a key part of this whole process, building meaningful relationships, not just relationships, and not just networking, meaningful relationships that last a lifetime.

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All right, the next step, the next step in this process is communicating your value, communicating your value. Now, I talk a lot about this in the book, I devoted a whole chapter to a call speaking without apology, referring back to that TED talk I did. And when I talk about communicating your value, this is really being vocal with your recommendations and opinions. Right and not being afraid to speak up sometime times or disagree, it's about presenting confidently in meetings, right? Especially if you're speaking with clients. It's storytelling, right, communicating your value I go, I go deep into this in the book, storytelling is communicating your value taking your results. And, and and sharing that as a story. It builds executive presence. Now in the TED talk that I ran, speaking without apology, I discuss a lot of speech quats qualifiers that are diluting our value. So not just what you should say and do, but also things that you don't want to do and eliminate from doing. So. You know, there are little things that we do that actually remove and take away our value without us even realizing it. So you really want to be clear on on that watch the TED talk, you'll see exactly what I mean, I give a lot of examples on that. I try to squeeze it in as fast as I can with that in the 12 minutes. Or you could also read just just the chapter in the book. The other thing is, is is listening without actively listening versus passive listening, listening to what someone is saying but also what what what they're not saying. Right. So that's also

communication and so that you can act on whatever someone is sharing with you. It could be developing a presentation or deck that inspires people motivating a team to remain focused, right? That's all communication, soliciting and responding to feedback and course correcting when you get that negative feedback or critical feedback I should say not all feedback is negative. I know sometimes we take it that way. So really communicating your value and recognizing that you are very much taking ownership remember that their principal responsibility taking ownership of how you communicate, so that you are left memorable so that you are leaving yourself memorable and people want to want to

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connect With you, especially you see how this feeds into the previous step, right? building meaningful relationships when you're showing up with that communication, that first class poise communication. People remember that right? They remember the feeling. Now, I will say that when you are sharing an opinion or anything that might go against the grain of the room, where there's disagreement except for you. In that moment, you may actually, as soon as you get the words out, you may actually regret saying it because no one else agreed with you, I really want you to lean into when those things happen, because when those things happen, right, it's it really doesn't matter it What matters is that you felt in that moment, instinctually, that you believe your idea was a good one. And that's what people focus on. They don't necessarily have to care about whether your ideas a good one or not agree with you. But they do need to believe your belief in you. And that's why it's so important to really hone in on your communication, and recognize where areas are that you could have shut up a little bit stronger. Right saying the same exact message. So taking a note here a minute here to address this one step. Really think about the circumstances you're in whether you're on a Zoom meeting, whether you're in an interview, whether you're on a meeting, a one on one call, maybe a performance review, meeting with with your own manager, right? And really think about how just take some notes about you know, if you would a grade yourself on a scale of one to 10, which 10 being the greatest, you know, what would want to be a really honest, honest score that you would give yourself and if it's anything below a six, what would have to have happen to make it a 10. Right? What is one thing that you could change to really just change completely change the dynamic of that conversation? If you had to do it over again, right? It's just scoring yourself. Remember that last principle, responsibility taking responsibility is changing in order to see change, right. So what would be one thing that you would have done, could have been body language could have been house, how early or late you showed up? It could have been an email that you wrote, right? That's all communication. So just really listen to Let's just sit back here and take an honest assessment of of ways in which you feel intuitively that you can really increase the effectiveness of your communication by just doing one thing differently.

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All right, and then the next, the last step here is valuing your time and your energy. This is actually probably should be the first one, right? This is about protecting your energy. This is about really being intentional with your time because ultimately, when you're intentional with your time and protecting your energy, you're improving your performance and your productivity.

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So this is clearing the clutter to pull your goals up there in priority. This is about advocating for yourself, asking for what you need, for instance, communicating when you need support or resources that has a

direct impact on your time. Right? If you're spinning your wheels, or you and your team are spinning your wheels on a particular challenge dilemma, you're not getting past the wall. Well, maybe it's you know, maybe it's time to raise the white flag and ask for support that will have a direct impact on the time and energy spent by you and or your team.

33:14

Also handling conflict easier, right? Sometimes you have to push back and say No, or Not right now, No Equals Next I did a whole blog on No Equals Next, on the website, if you check out InRShoes.com, you could search for that No Equals Next. That's all part of valuing your time and energy. By the way, this particular step in the process is covered in the chapter. Ask for the Yes, in the book Own Your Authority in my book, because it is directly related. And when you ask for the yes, you're saying yes, I value my time. I value my energy. I value that I can fast path to getting to where I want. If I just ask for support, if I give myself the yes before anyone else has given it to me.

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Now this area is also about locking in your priorities being clear on on what activities you should work on that are the most impactful. It's systematizing your success with consistent routines. Now those are the five areas that I wanted to provide the framework for to owning your value to advance your career. The backdrop here is and you may not be familiar with some of the the work that I do. But the backdrop here is Gutsy Leadership. If you're not familiar with Gutsy Leadership, Gutsy Leadership is a set of principles I've shared the first three with you earlier on. But it's a set of principles where you're focused on a state of being versus doing. You're not doing any more you're not executing any more. You're being and it requires a shift in mindset where you're no longer focused on only what's in front of you, but you're also leaning into your gut. You're leaning into your instinct of what you believe would make the most sense.

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Now this applies, if you're in a very high leadership position, and you have to be a strategic advisor, you've got to make sometimes decisive decisions, quick decisions that will move the needle and in other people's career or, or the projects and sometimes those decisions are not based on all data. Although data is important, sometimes it's just that sixth sense.

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I also fundamentally believe that 90% of your success is based on your mindset. So if someone for instance, calls you out of nowhere, right, and you've been thinking about them, that's a perfect example of what I mean by Gutsy Leadership, you put a thought out there, a focus out there of what you want. And then all of a sudden, it appears right, and we see this all the time, when someone calls us out of nowhere, we weren't even expecting the phone call.

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So it's really getting clear on where you feel you're being most directed and guided to. And also, when you feel that you would make the most impact. And that might just be even pivoting in your career, but really leaning into those areas where you're being called to do something. And the only caveat with this is that it has to be something that you're uncomfortable around. So it has to have a little bit of risk to it a

little bit of uncomfortableness, discomfort around so that you will act, when you are making what I like to call those gutsy moves, those things that you wouldn't normally consider doing and you actually do them and you act, that's when you start to see the growth.

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Now, the problem is, is that many people don't act on the impulses, they don't get these, I call them intuitive hits, they don't act on the intuitive hits, they don't call the person that they need to take their career to the next level. They don't ask for support. There are two types of actions that you can take in life, there's the obvious actions, which is, for example, doing your resume, if you need to look for a new job, networking, going on interviews, reaching out to recruiters, those are obvious actions, right? But where I'm talking about and this is where your playing field lives. The gutsy leader growth gap is taking the inspired thoughts and acting on those, the thoughts that you have not even allowed in your thought process to live and breathe, you've shot them down so quickly, because they in some way, evoke those three fears, there's discomfort, there's a whole lot of feelings of not not necessarily knowing if you can move forward with whatever that action might be. And so when you feel those thoughts, I want you to act on it right away.

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In fact, they say 17 seconds is the magic number, if you act on any thought, regardless of how it makes you feel. And you just do it, because you just felt like doing it, it was an inspired thought. That's your gutsy moves, that's where you bring energy, you are surrounded with a forcefield of energy that will support whatever you're trying to achieve by taking that action.

38:08

And I also have, I'll be sharing, right beneath here on this page, it's about a half hour podcast, where I dig deep into how to hone in your instincts to advance your career and to really move forward and to see progress and growth, Because you've leaned into taking action in places that you wouldn't normally and in any normal circumstances you wouldn't. But now you're actively looking for a new role, you're actively trying, perhaps to make a career transition, you're actively looking to make a move. And so in order to do that, right, in order to see change, you have to change. And so I go into depth on that it's a little bit more of the intuitive mindset, spiritual realm.

38:53

But it all works. And I know you're going to relate to it, because there's lots of examples that I give there in that podcast. So I'll have a link to that as well.

39:03

If anything, has inspired you here if there's a gutsy move that you know you need to be making and you're not making and you're holding yourself back then I invite you to put that down on that piece of paper right now write it down. And if you really want to go gutsy share it with me at Marisa@inrshoes.com. Tell me you downloaded this audio leadership program, you enjoyed it or not, you know, whichever, it's fine. But tell me what gutsy moves you're making and what you got out of it. Your feedback is really important, not just for me, but for the professionals that in our community, hear

at In Our Shoes. And in fact, I encourage you to also seek feedback in your career as well. The big F word is feedback.

39:47

All right, so I'd love to hear from you again. That's Marisa@inrshoes.com. Thank you so much for listening, and we will talk to you soon. Bye now.