



Speaking without Apology

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How do you want to be Perceived?

In the presentation, we discussed how your dialogue impacts how you are perceived and can affect your confidence levels. By becoming aware of language which feeds into the “Sorry Syndrome” – using apologetic words that imply inadequacy rather than exemplifying strength, you will now catch yourself and use words where you are *always* owning your authority.

Speaking with confidence starts with your internal self-talk and mastering your mindset where you have intention and clarity around your skillsets, experience and education which qualifies you to speak with authority, positively influencing how others respond to you.

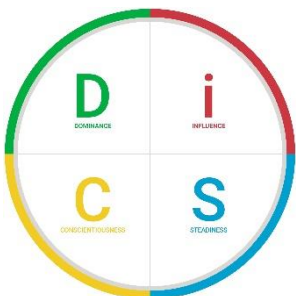
Most people drive through life with the psychological emergency brake on. They hold on to negative images about themselves and maintain inaccurate beliefs about their potential. When putting themselves “out there” speaking, this negative self-talk tends to cancel out their intentions, which in turn shows up as weak language diluting their value and ultimately their message.

Here is a recap from Speaking without Apology, enjoy! Should you have any questions at all, please reach out at marisa@inrshoes.com.

For inquiries about **Everything DiSC Assessments** or **PXT Select Pre-Hire Assessments**, please reach out to school@inrshoes.com.



Pre-Hire Assessments that align the right candidate with the job.



Build Better Teams and Improve Communication.

How do I want to be perceived? The answer to this question will dictate how others respond to you and support your advancement.

How do you own your authority with your clients?

- Hiring Managers
- Stakeholders
- Business Partners
- Peers
- Candidates
- Team

Silence the inner crow

- Change your mindset and inner beliefs.
- Hold yourself accountable.
- Take disciplined action and implement systematically.
- Allow yourself to being uncomfortable on a daily basis.

Speech Qualifiers we use that scream we are not good enough to:

- Push back and ask for what I need
- Ask for feedback
- Ask for additional compensation

Mindset shift - owning your POWER is influence, not control. It's sharing your thoughts and ideas that spark action in others. It's being a multiplier, not a diminisher. It's also not knowing every detail when you share your opinions, confidently knowing you can figure that out later.

JUST

I'm just checking in to see... → Hi, how did it go with the candidates I sent?

I just want you to know... → I wanted to make you aware of some changes...

I just called because... → Morning, catch me up. What's your feedback?

BASICALLY

Well, basically I think we should change the positioning of this job description...

→ Here's an **impactful** job description that will attract stronger candidates...

I THINK

- I think that we can build the team in that time frame... → I'm confident that...
- I think so. → I'm convinced of...
- I think he would be an excellent fit. → I fully expect that will delay us...

If you don't have certainty in your capabilities, why would anyone else?

BUT

I'm sorry I'm late, but I had a dentist appointment.

→ Morning. I had a dentist appointment earlier. Catch me up.

Keep it light and airy, the more focus you bring to your situation, the more attention others will give to it as well.

Seeking Validation

- Correct me if I'm wrong...
 - From my perspective, here's what I had in mind...
 - Here's what my thoughts are...

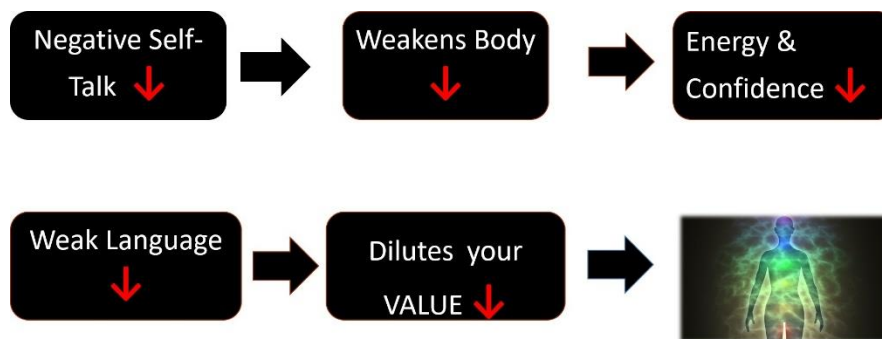
When you need to ask someone for support

Can you help me with? **vs.** I can really use your advice.

Can you feel the difference? In the latter, you are owning their authority, recognizing their value.

How do you know when your language weakens you?

Notice how others react when you speak. You can feel it. You know. A simple tweak in language changes the energy you bring to any conversation. People can feel your energy when you walk into the room. When you own your value, the words will always come. People will pick up your feeling, and your intention.



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Show people that you get them. Put yourself in their shoes.

- What are they struggling with? What improvements do you recommend?
- What Plan B will you put in place?
- What resources do you suggest be moved around?

It's not about you. It's about how you make people FEEL

- Speak step-by-step.
- No need to be wordy and long to sound smart and experienced.
- Speak louder if you feel anxiety or become nervous.

Let them walk through your process. How you operate. How you lead.

Give yourself permission to make yourself a little vulnerable to get noticed. People really get that because they see themselves in you and know how gutsy it can be to call yourself out on mistakes made. Give yourself permission to say you don't know how something works.

Take a *Help me, to help you* approach and tell them what you don't know.



MARISA SANTORO, a former Wall Street IT executive and the founder of the career learning platform In Our Shoes (www.InRShoes.com), is a keynote speaker, career coach, corporate leadership trainer, diversity and inclusion consultant, and author of [*Own Your Authority*](#) (McGraw Hill).

Her expertise in leadership and professional development, as well as effective business communication, has been brought in to support business leaders across clients in diverse industries such as Merck, American Express, UBS, Anheuser-Busch, Allianz Global Investors, Sony Music, S&P Global, Royal Bank of Canada (RBC), New York Council of Nonprofits, Women in Tech International (WITI), Aetna Healthcare, New York University (NYU), NYU Langone Medical Center, New York and New Jersey city governments and many more.

She is a TEDx speaker, and honoree of the Woman of Influence award from New York Business Journal and BizWomen.com for her years of mentoring and coaching midcareer leaders, executives, healthcare professionals, and sales leaders to achieve higher levels of influence.

She also writes a [career column for American City Business Journals](#), covering their how-to career and business strategy sections, with articles published across 44 cities in the United States. Her [TED talk, “Speaking Without Apology,”](#) guides on how to detach from language that feeds into the “Sorry Syndrome” and make subtle tweaks in your speech to springboard you from diluting your value to spotlighting your assets immediately.

She guides professionals how to reclaim their confidence, tap into their instincts and embrace their inner dialogue using proven tactical tools, and strategies in proven step-by-step career leadership programs coaching on ways to authentically build trust as leaders and advance in their careers.

She delivers seminars, workshops, webinars, coaching, microlearning “just in time” modules, and self-paced multimedia courses to fit your organization’s training needs. Her work has been integrated to launch Women’s Leadership Initiatives, Leadership Academies, Diversity and Inclusion Initiatives, New Hire Programs and used in learning and development programs across government agencies, nonprofits, and organizations in the financial services, health care, real estate, education, and wine sectors.

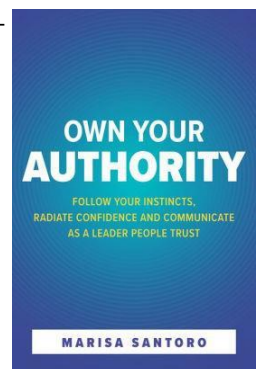
Prior to any coaching or training program, she delivers a pre-assessment clarity questionnaire to every participant in order to assess where they are struggling in their career, what the pain points are and where they would like to be in their career, in 3, 6, 12 months’ time – their breakthrough career goals.

In the world of leadership development, there’s no shortage of advice on what to do to drive career success—but very little is said about who to be and listening to your intuition. While leadership skills are important, self-trust is the foundation that great leadership is built upon—and developing it is a deeply personal process. In [Own Your Authority](#), career leadership expert Marisa Santoro provides the knowledge, tools, and insights you need to understand and embrace your authentic personality and trust your intuition.

“This is the heart of increasing confidence in any area,” she writes, “taking on risk in small increments, stepping into new territory, facing fears, learning, failing, growing, and circling back to take on more risk that will stretch but not freeze you.”

Great leaders communicate clearly, speak up when it matters most, and thrive on taking on measured risks. Through self-awareness, they embrace acts of discomfort every day—all in the name of learning, growing, and achieving higher levels of influence and leadership.

And it all comes with self-trust and confidence.



The CONFIDENCE FORMULA: 101 Ways to Confidently Communicate Your Value At Work. [REPORT]