

RECLAIMING YOUR VOICE,
POWER, AND LEADERSHIP IN
MISSION-DRIVEN WORK

THE CONFIDENCE COMEBACK

Dr. Kasi Lacey



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Dr. Kasi Lacey

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Psychologist & Former VP Higher Education

- I speak to women and organizations because I believe when individuals show up confident, unapologetically authentic, and lean into our strengths, we don't just advance our careers—we advance workplaces.
- Mom of two girls (8 & 3), originally from Texas, crown straightener, and perfectionist/people pleaser in recovery.

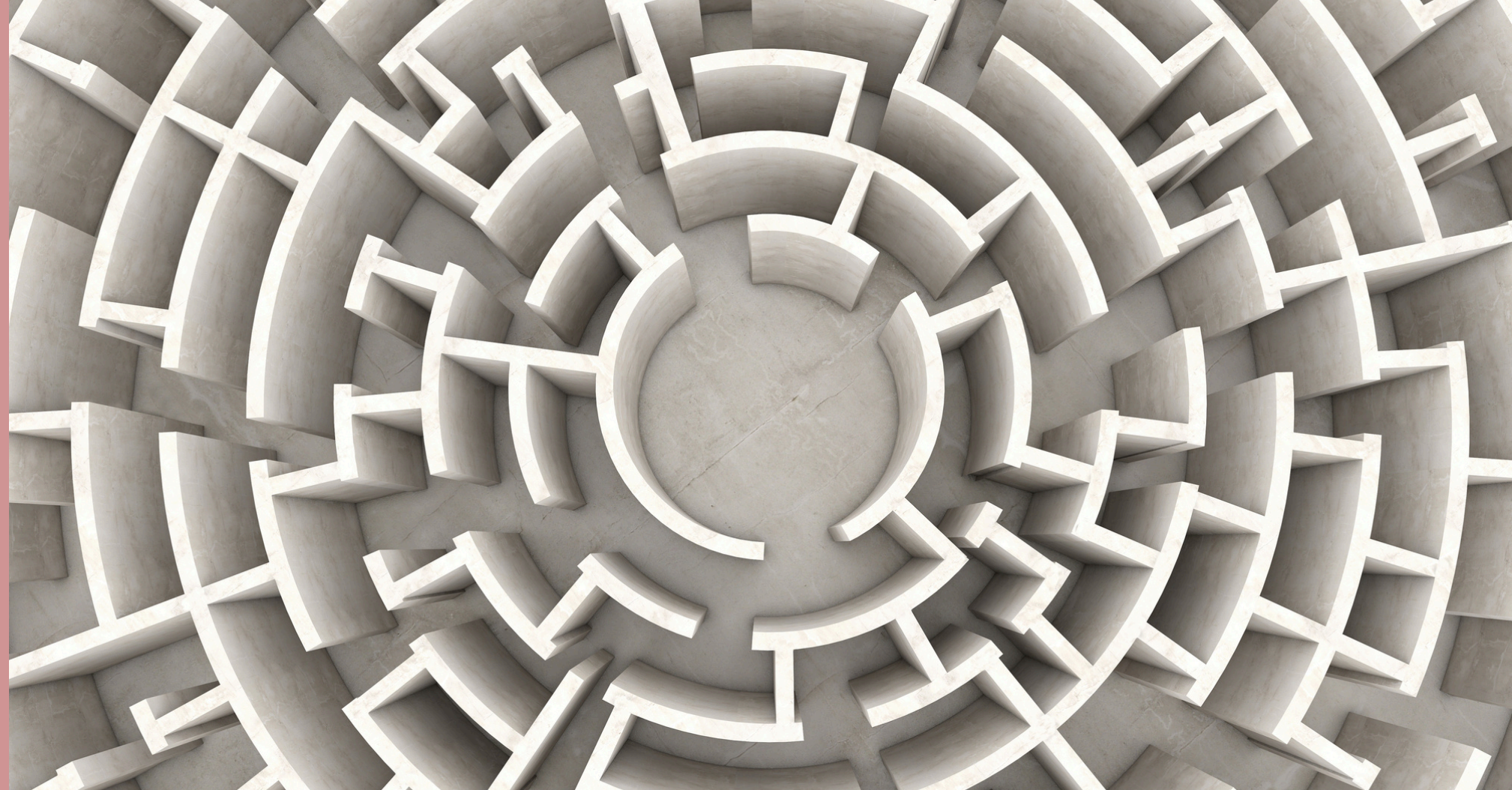
Introduction



- ✓ Have you ever stayed quiet in a board meeting, worried your comment might come across as “off-base” or “not strategic enough” ?
- ✓ Hesitated to give feedback, share an idea, or ask a question, because you weren’t sure it would be received well?
- ✓ Have you ever softened your words, apologized for your passion, or downplayed your expertise so you wouldn’t be labeled as “too much”?
- ✓ Have you been told—directly or indirectly—that you’re too emotional, too assertive, too sensitive, or even “high-maintenance”... when really, you were simply showing up with conviction?



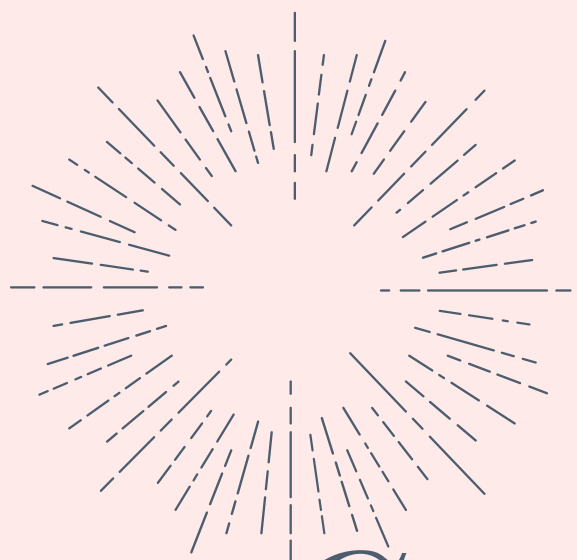
CONFIDENCE



RELATIONSHIP STATUS

COMPLICATED

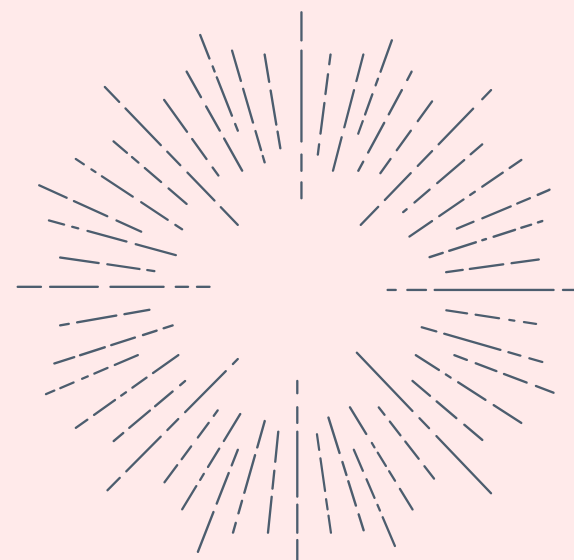
Belief in Your Own Abilities
and Thoughts




Confidence is...

A SKILL

Not a personality trait





CONFIDENCE ISN'T JUST A NICE-TO-HAVE—IT'S ESSENTIAL FOR LEADERSHIP, ESPECIALLY TODAY. IT'S WHAT ALLOWS YOU TO SPEAK UP IN MEETINGS, TAKE ON CHALLENGING ROLES, AND ADVOCATE FOR YOURSELF UNAPOLOGETICALLY.

– DR. KASI LACEY



**When you're not at the
table, you're on the menu.**



stats



GENDER BIAS &
STEREOTYPES

UNEQUAL ACCESS TO
LEADERSHIP
OPPORTUNITIES



LACK ROLE MODELS &
MENTORSHIP

DOUBLE BURDEN
WORK & CAREGIVING



MICROAGRESSIONS &
DISCRIMINATION

WORKPLACE CULTURE
FAVORS MASCULINE
LEADERSHIP





How a Lack of Confidence Shows Up at Work

Ways Lack Confidence May Show Up



**AVOIDING DIFFICULT
CONVERSATIONS**



**OVER-APOLOGIZING OR
UNDERMINING YOURSELF**



**NOT ASKING FOR WHAT
YOU NEED**



**LETTING OTHERS
DOMINATE
CONVERSATIONS**



**WITHHOLDING FEEDBACK,
OR USING SOFTENING
LANGUAGE**



READING INTO EVERYTHING



AVERAGE

FINE

ACCEPTABLE

AVERAGE

GOOD

OKAY

GOOD

FINE

OKAY

PERFECT

POOR

AVERAGE

FINE

POOR

GOOD

POOR

ACCEPTABLE

GOOD



A composite image featuring a cup of coffee on a saucer and a spiral notebook. The coffee cup is white with a gold rim and handle, sitting on a light pink saucer. The notebook is open, showing lined paper with the words 'PROGRESS, NOT PERFECTION' written in a casual, hand-drawn font. A hand is holding a black pen, pointing at the word 'PERFECTION'. The background is a textured, light brown surface.

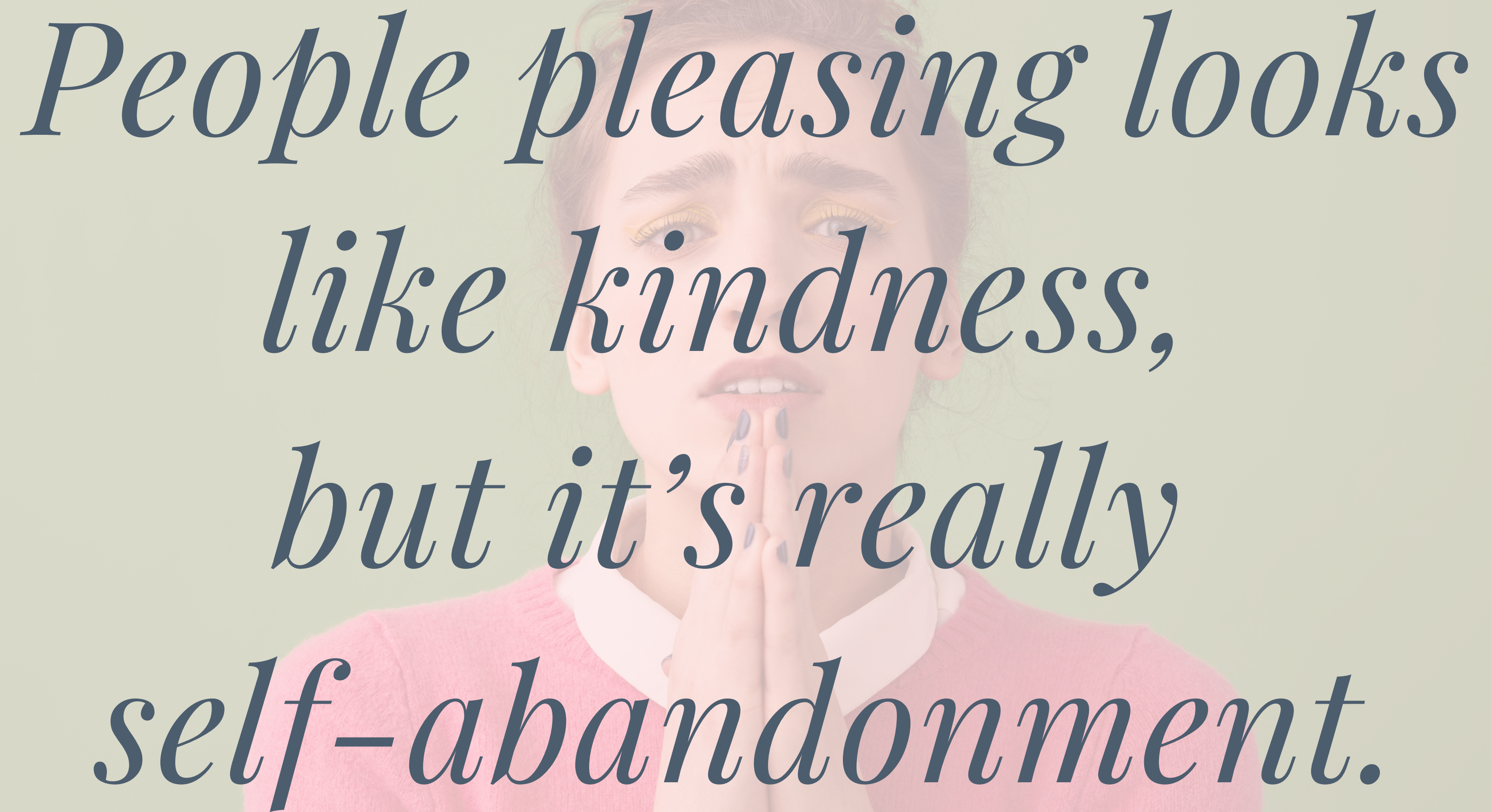
*High
standards
aren't the
problem.*

PROGRESS,
NOT
PERFECTION

A woman with long brown hair is shown from the chest up, wearing a light-colored long-sleeved shirt. She has her hands pressed against her face, covering her eyes and nose, with her fingers spread. The background is a plain, light-colored wall. The overall image has a soft, slightly desaturated aesthetic.

*Perfectionism is fear
and control – not
ambition or
competence.*



A woman with brown hair tied in a bun, wearing a pink sweater over a white collared shirt. She has her hands clasped together in front of her mouth and is looking upwards with a worried or pleading expression. The background is a solid light green color.

*People pleasing looks
like kindness,
but it's really
self-abandonment.*



*People pleasing is
about belonging and
safety*

I M P O S T E R

What it feels like

A VICIOUS CYCLE OF ANXIETY AND SHORT-TERM RELIEF

FEAR OF FAILURE

A STRONG NEED TO BE THE BEST

UNWILLINGNESS TO INTERNALIZE POSITIVE FEEDBACK

FEAR OF SUCCESS

CONSTANT FEELING THAT YOU ARE NOT GOOD ENOUGH

PERSISTENT NEGATIVE SELF TALK



ASSESS

PLAN

ACHIEVE

DECIDE

ACT



Achievement = Love

Productivity = Purpose

Busyness = Value



The Martyr



**We don't need more martyrs
- we need models.**



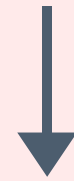
The Confidence Comeback Plan: Rebuilding What's Been Sabotaged

Let's skip to the good part



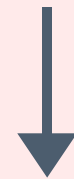
#1

Self-Trust



#2

Action



#3

Track

Learn
Practice
Strengthen
CONFIDENCE

REPEAT STEPS 1-3

Overcoming Perfectionism



**Progress
Over
Perfection**



**Set
Realistic
Expectations**



**Celebrate
Imperfect
Wins**

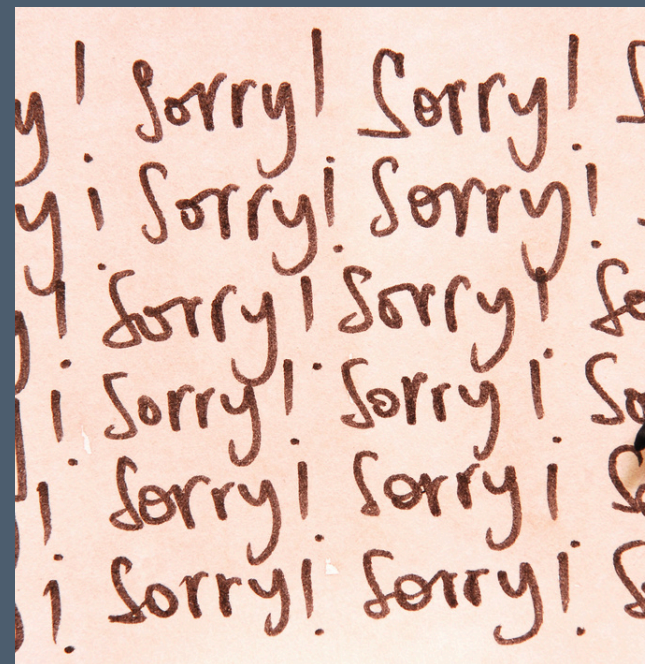
Break Free from People Pleasing

IDENTIFY
YOUR
PATTERNS



SET
SMALL
BOUNDARIES

PRACTICE
ASSERTIVE
COMMUNICATION



STOP
APOLOGIZING
UNNECESSARILY

Speak Like You Own Your Seat At the Table

Stop Shrinking



Master Non-Verbal Cues

POSTURE



DRESS



EYE
CONTACT



GESTURES





COMPARISON IS THE
THIEF OF JOY
& CONFIDENCE

RUN YOUR OWN RACE

TRACK
YOUR
WINS

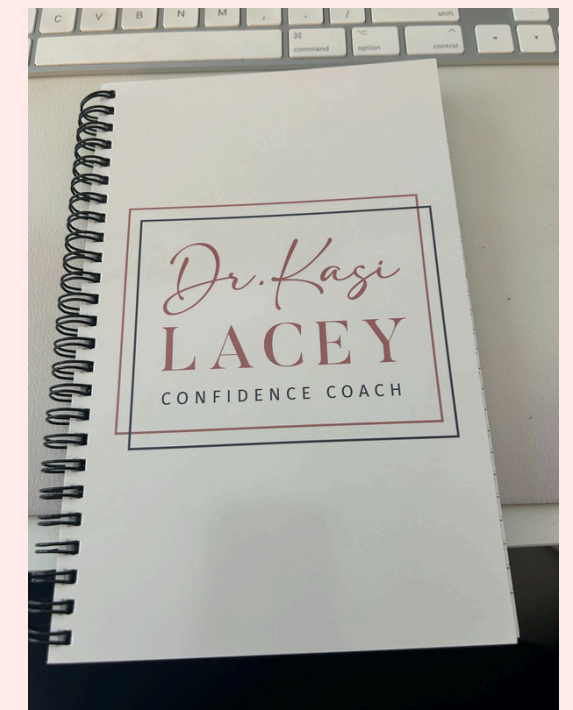
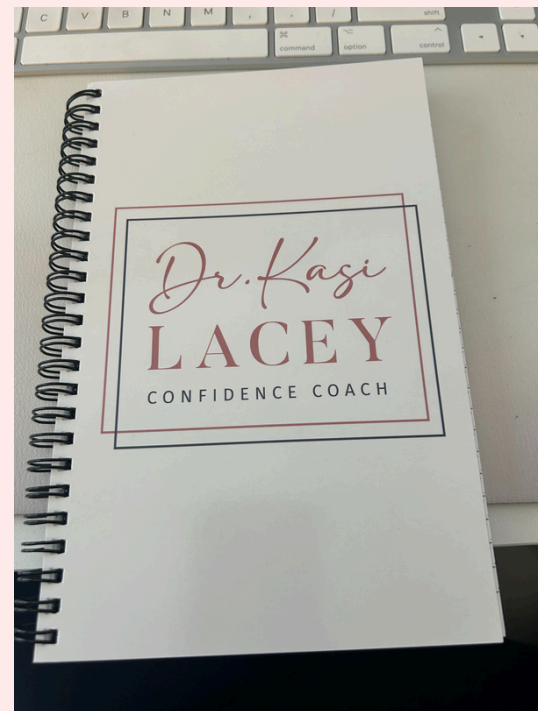


REVIEW
REGULARLY

GRATITUDE GROWTH JOURNAL

Brag Book

List the big and small wins, write
down your daily, weekly, year wins
and review this list regularly.



TIME FOR A

• BREAK •

WORK/LIFE INTEGRATION

PREVENTING BURNOUT

ACTIVITY

- ✓ What do you love about your job?
- ✓ What is the hardest part of your job?
- ✓ What do you want to feel more of this year: peace, purpose, joy, connection, rest...?

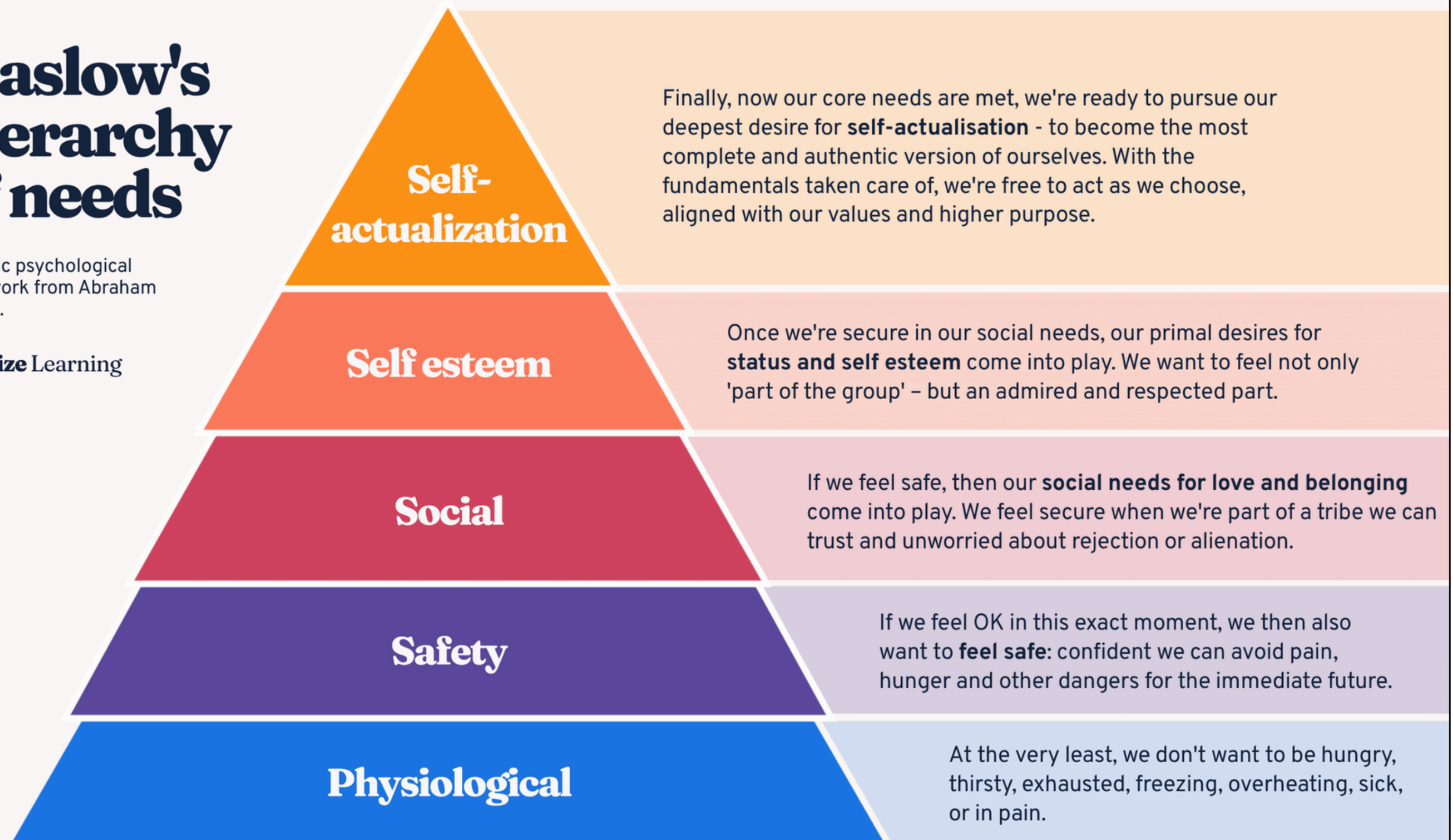


9000,

Maslow's hierarchy of needs

A classic psychological framework from Abraham Maslow.

BiteSize Learning





Extrinsic/External
Performance reviews,
salary, bonuses, and
promotions.

Motivation



Intrinsic/Internal
Personal Growth,
Sense of Purpose,
and Passion.

Generational Impact on the Workplace

Baby Boomers (1946-1964)

Value loyalty, hard work, hierarchy, and stability. Formal communication (thank you note).

Generation X (1965-1980)

Pragmatic, adaptable, and independent. Direct email or phone, respectful.

Millennials (1981-1996)

Value flexibility, continuous learning, collaboration, and purpose-driven work. Motivated by impact, texting, emails with emojis, collaborative.

Generation Z (1997-Present)

Value diversity/inclusion, authenticity, tech-first, and sense of belonging in workplace. Prefer fast, visual communication.

Potential Struggles of Helping Professionals

ISOLATION +
INVISIBILITY

COMPASSION &
DECISION FATIGUE

IMPOSTER
SYNDROME

CHRONIC
OVERWHELM

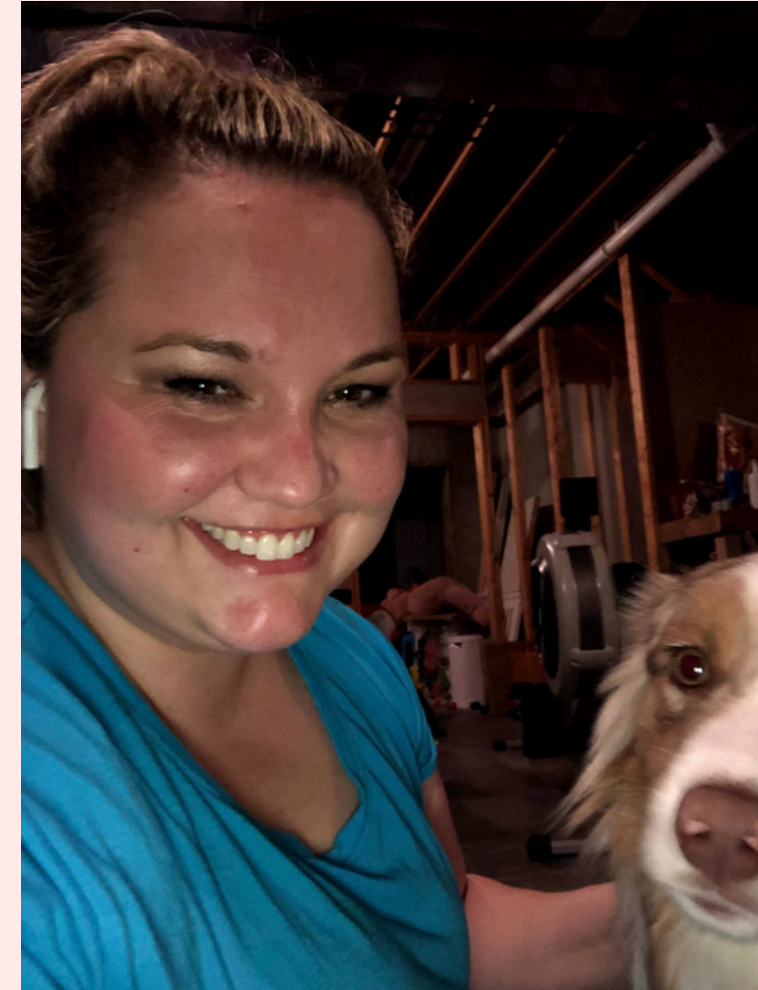
EMOTIONAL LABOR +
PERFECTIONISM

BURNOUT

BURNOUT

Chronic physical and emotional exhaustion, often caused by prolonged stress and workplace demands





BURNOUT

Chronic physical and emotional exhaustion, often caused by prolonged stress and workplace demands



BURNOUT SELF-TALK

IF I DELEGATE IT WON'T BE DONE RIGHT

I JUST NEED TO WORK HARDER

I CAN'T AFFORD TO TAKE A BREAK

I MUST BE AVAILABLE 24/7

ASKING FOR HELP IS WEAKNESS OR INCOMPETENCE

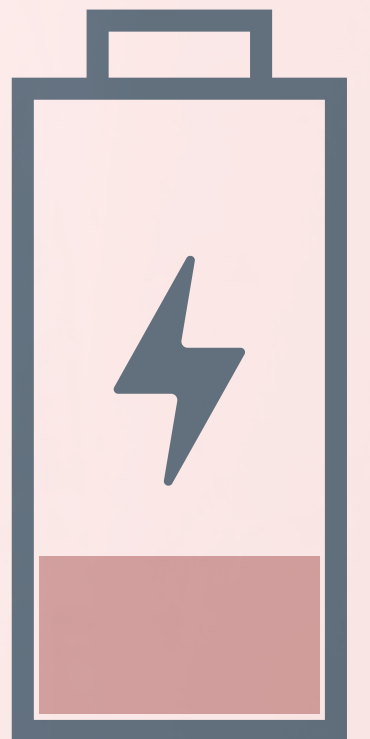
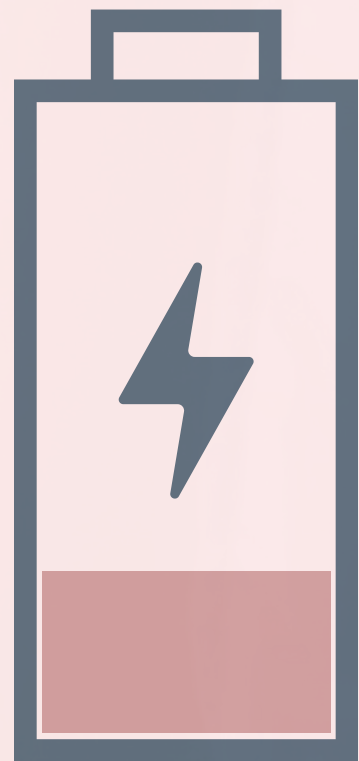
BURNOUT IS A NORMAL PART OF SUCCESS

I'M NOT DOING ENOUGH.. I AM NOT ENOUGH

MY WORTH IS DEFINED BY MY PRODUCTIVITY

EXHAUSTION

(physical, emotional, and mental depletion)



EXHAUSTION

(physical, emotional, and mental depletion)

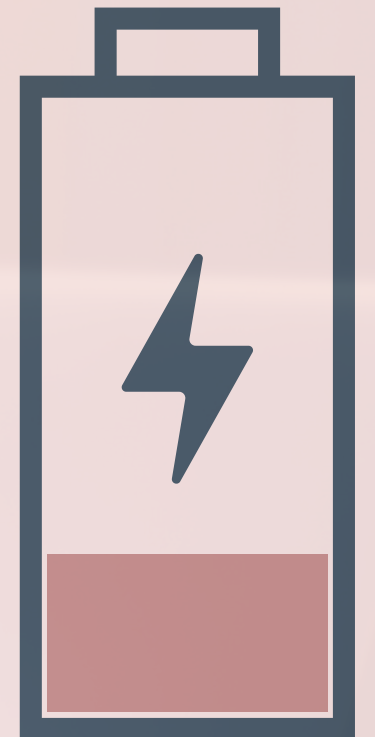
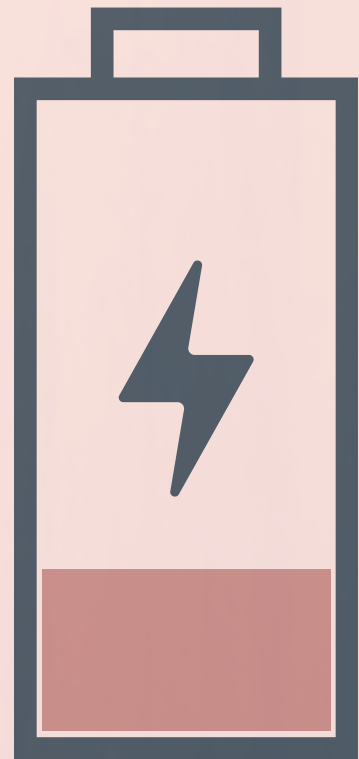


CYNICISM

(dissociation, detachment, negativity)

EXHAUSTION

(physical, emotional, and mental depletion)



REDUCED EFFICACY

(feel ineffective, helpless, doubt impact)

CYNICISM

(dissociation, detachment, negativity)



Decreased Motivation & Engagement



Increased Absenteeism or Apathy



Emotional exhaustion, cynicism, and reduced performance



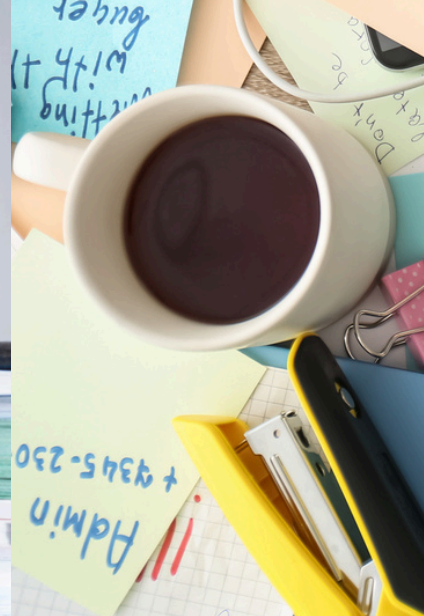
Why Burnout Happens

Resources



**Work
Demands**

Chronic Overwhelm



COMPASSION FATIGUE

Empathy Overload



Invisible Labor



Over Functioning

Under-Support



Emotional Labor + Perfectionism



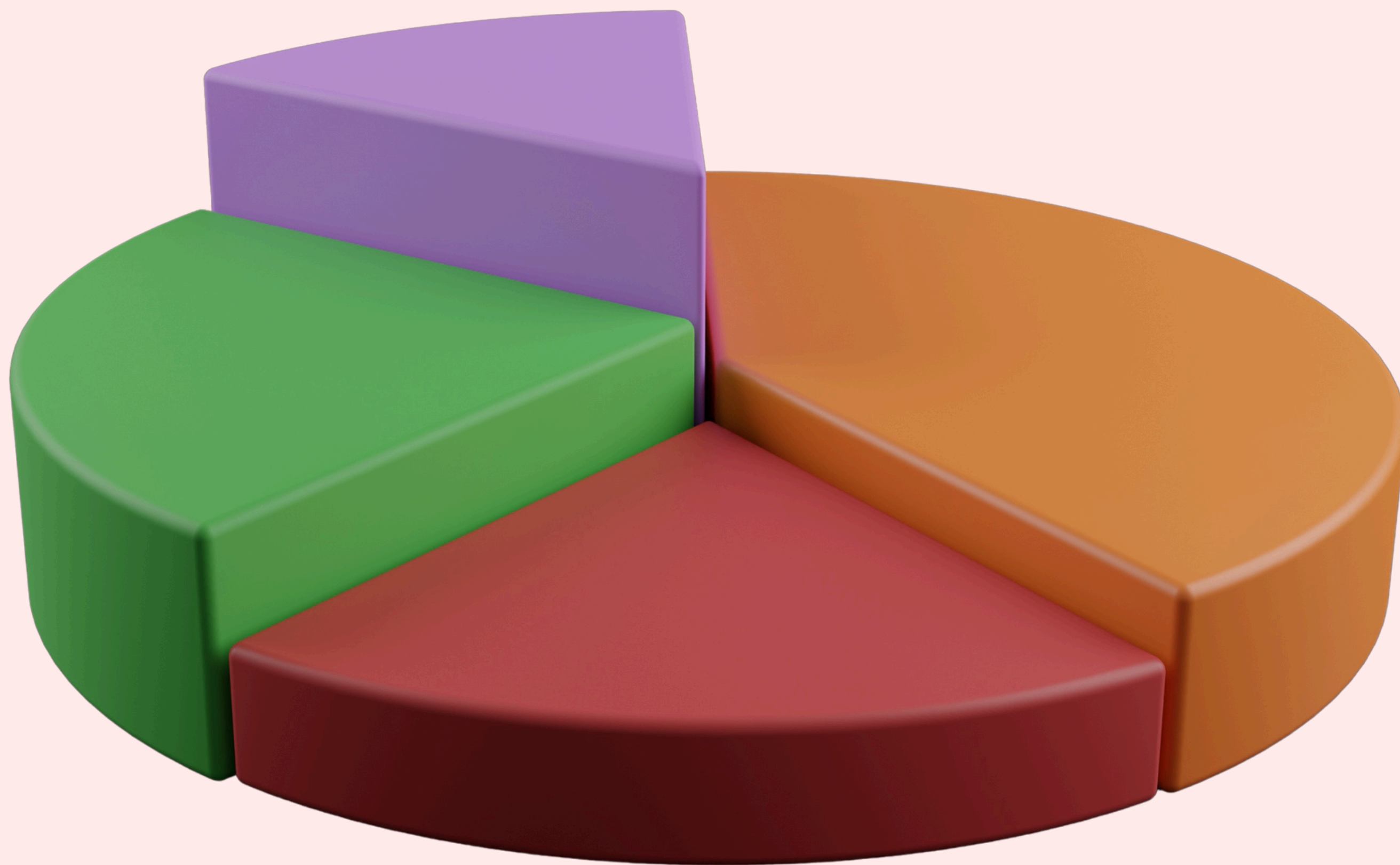


DECISION FATIGUE

Too Many Choices, Too Little Energy







Activity Time



GOOD
NEWS

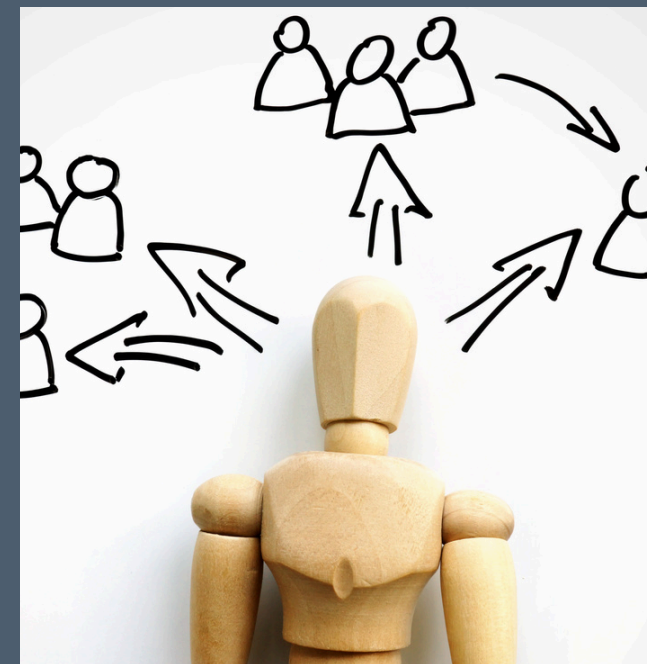
Practical Tools to Thrive

BOUNDARIES



ENERGY
MANAGEMENT

SELF-TRUST



THE "ATES"



RELATIONSHIP STATUS

COMPLICATED

We Teach People
How To Treat Us



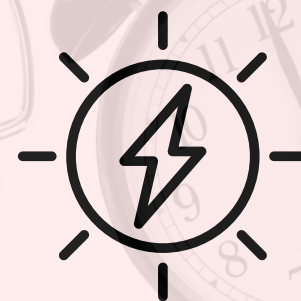
Time
Management



Not Scalable

Burnout

Energy
Management



Personal

Renewable

How to Practice Energy Management



**IDENTIFY ENERGY GAINERS
VS. DRAINERS**



**STRATEGIC SCHEDULING
(PROTECT PEAK ENERGY
TIMES)**




**BUILD MICRO-RECOVERY
INTO THE DAY**



**SET EMOTIONAL
BOUNDARIES**



**END THE DAY WITH
INTENTIONAL RECHARGE
RITUALS**



**APPLY THE “HELL YES OR
NO” RULE**

Master the “Ates”



Mastering the “ATES” Burnout Prevention

1

Eliminate

2

3

4

5

Mastering the “ATES” Burnout Prevention

1

Eliminate

2

Automate

3

4

5

Mastering the “ATES” Burnout Prevention

1

Eliminate

2

Automate

3

Delegate

4

5

Mastering the “ATES” Burnout Prevention

1

Eliminate

2

Automate

3

Delegate

4

Negotiate

5

Mastering the “ATES” Burnout Prevention

1

Eliminate

2

Automate

3

Delegate

4

Negotiate

5

Appreciate

Mastering the “ATES” Burnout Prevention

1

Eliminate what drains

2

Automate what repeats

3

Delegate what can be shared

4

Negotiate what needs adjusting

5

Appreciate what's working

5 Languages of Appreciation

WORDS OF
AFFIRMATION

QUALITY TIME

ACTS OF SERVICE

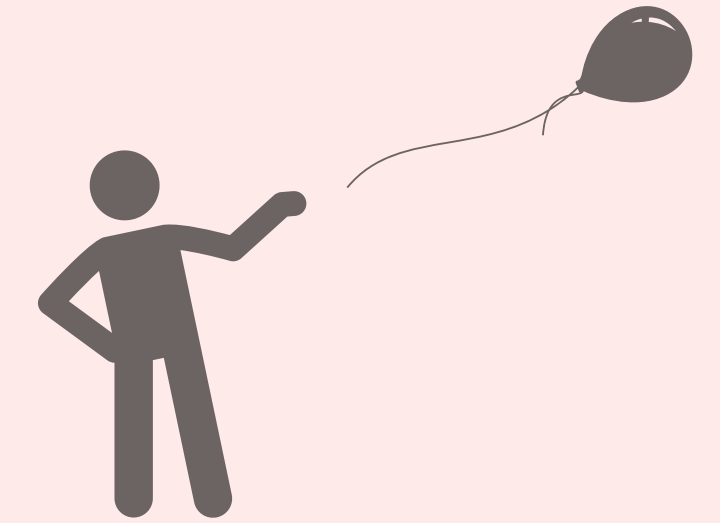
TANGIBLE GIFTS

APPROPRIATE
PHYSICAL TOUCH

Reflection Time



Let Go of the Guilt Around Balance



**REDEFINE SUCCESS FOR
THIS SEASON**



**SCHEDULE INTEGRATION,
NOT SEPARATION**



DITCH THE “SHOULD”



**DROP THE COMPARISON
GAME**



**CREATE NON-
NEGOTIABLES**



CELEBRATE THE BLEND



TIME FOR A

BREAK.

Psychological Safety

“IT IS A SHARED BELIEF AMONG A TEAM OR ORGANIZATION THAT PEOPLE ARE SAFE TO SHARE THEIR IDEAS, CONCERNS, AND QUESTIONS”



Tools to Combat Compassion Fatigue and Build Psychological Safety & Resilience



**Model Appropriate
Vulnerability &
Self-Awareness**



**Create Space for
Disagreement &
Mistakes**



**Validate Emotions,
Celebrate Effort &
Not Just Outcomes**

Tools to Combat Compassion Fatigue and Build Psychological Safety & Resilience



**Normalize the Messy
Middle**



**Use Reflective
Practices/Rituals**



**Build a Support
Squad**

Leadership Alignment: Where Confidence Meets Safety



NETWORKING & RELATIONSHIP BUILDING

CREATING AUTHENTIC CONNECTIONS



WHY DO WE SEEK MENTORS?

- ✓ Clarity in Uncertainty
- ✓ Confidence Through Reflection
- ✓ Courage to Act
- ✓ Companionship in the Journey



A word cloud of mentorship-related verbs arranged in a vertical stack. The words are: IMPROVE, DEVELOP, TRAINING, MOTIVATE, COACHING, and INSPIRE. The word 'imPROVE' is circled in red.



Why Do We Want to Mentor Others?



Legacy



Reflection

Empathy

Equity

Types of Mentors (You Don't Just Need 1)

1

The Career Strategist

2

The Skill Builder

3

The Connector

4

The Cheerleader

5

The Truth Teller

How to Find a Mentor



- Look Beyond Titles
- Identify Mentors for Different Needs
- Seek Community:
 - Professional Organizations
 - Alumni Networks
 - LinkedIn
 - Facebook Groups
 - Conferences
- Directly Invite/Ask

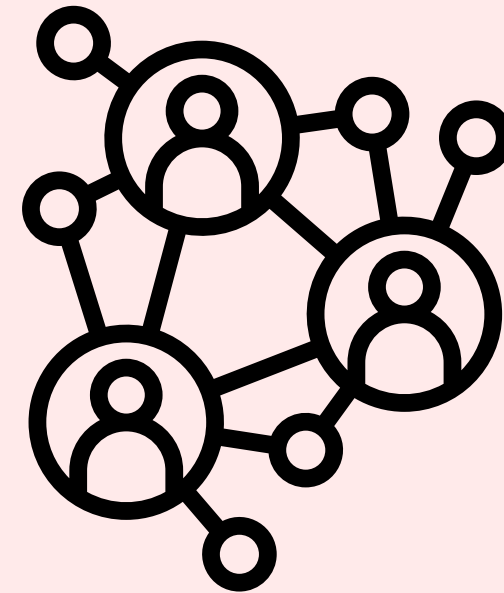
The Art of Mentorship: Building and Maintaining



BE A
LIFELONG
LEARNER...
NOT A KNOW
IT ALL



CONNECT WITH
OTHERS (EARLY,
OFTEN, AND
CONSISTENTLY)



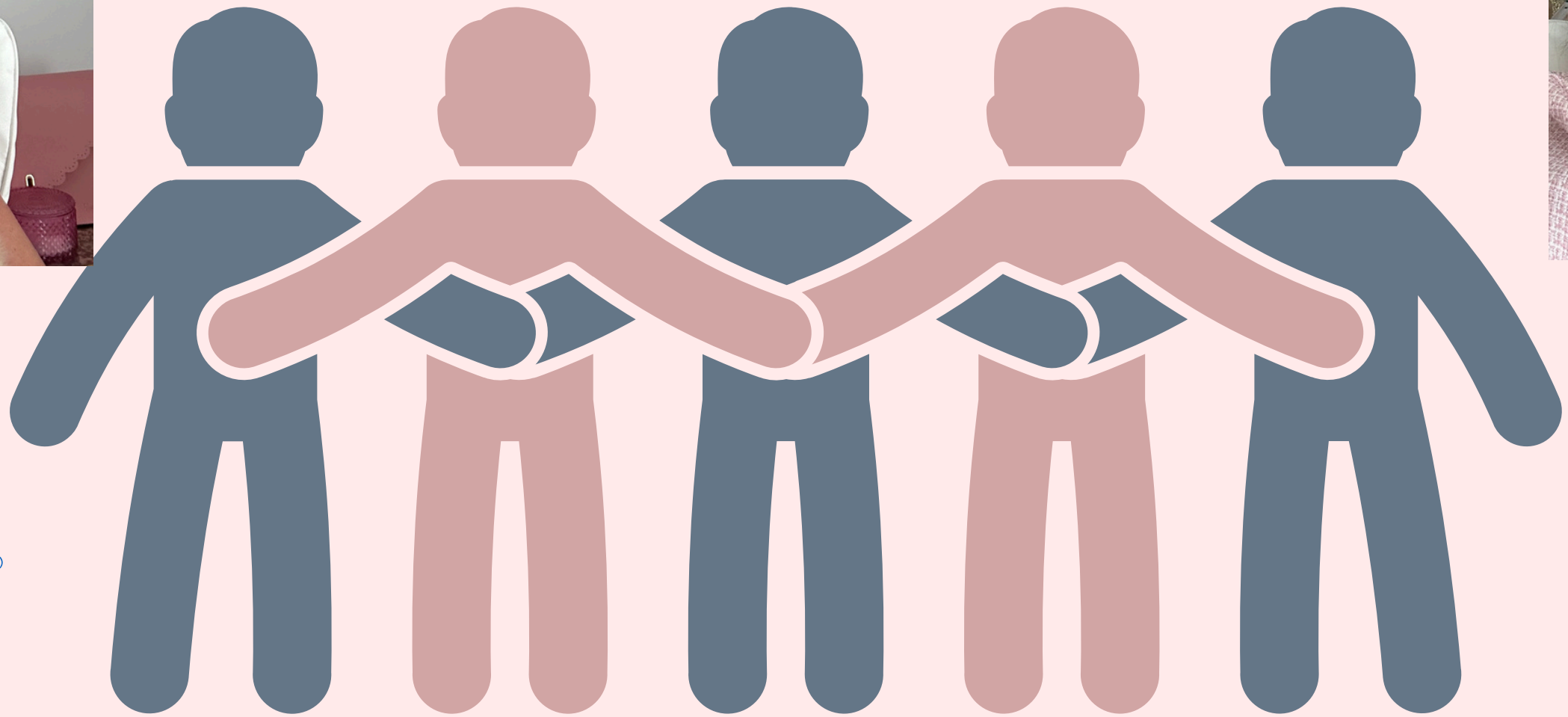
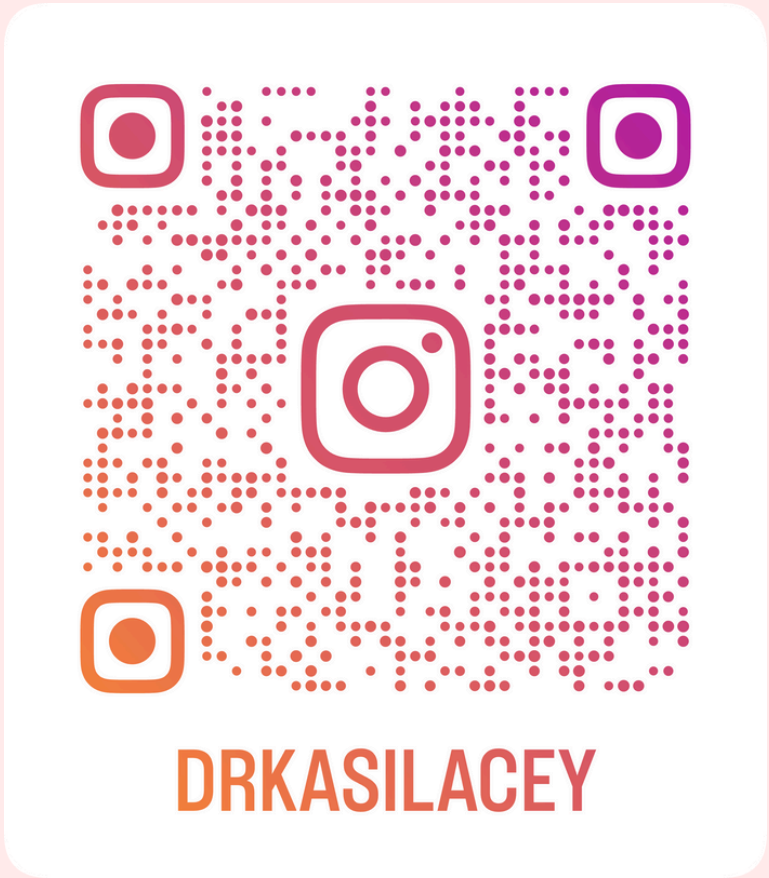
USE YOUR
NETWORK
(YES, YOU
HAVE ONE!)



BE THE
MENTOR YOU
WISH YOU
HAD



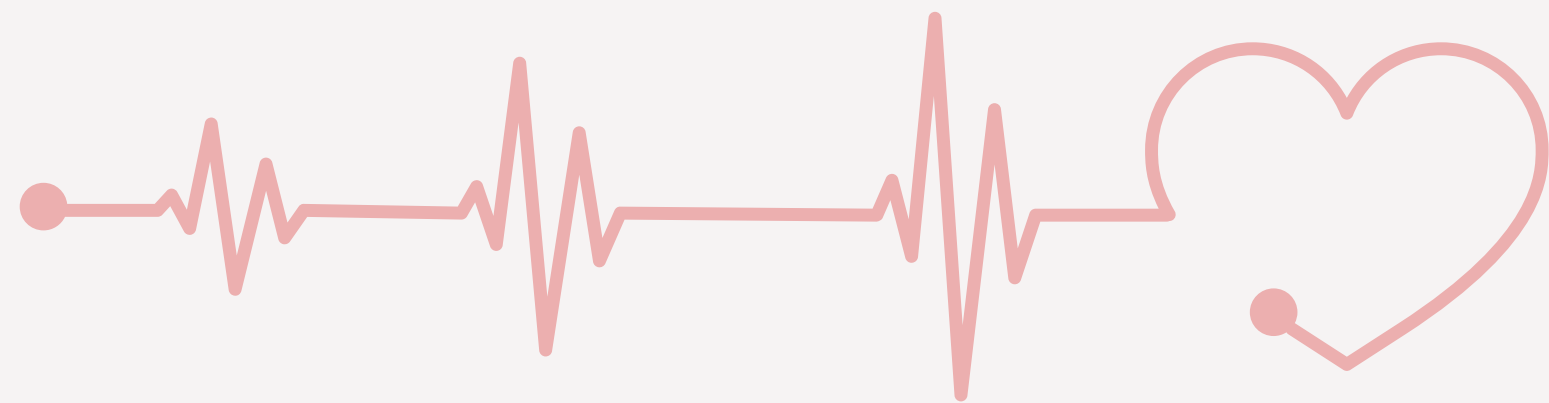
Network & Final Reflections



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*Thank you all for what you do
for Missouri.*







H & L Legacy Consulting, LLC

Dr. Kasi LACEY



Psychologist Leadership & Confidence Coach

SERVICES



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