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With Your Host

Simone Grace Seol

Welcome to *Joyful Marketing*! I'm Simone Seol, and I teach you how to get your life coaching practice fully booked without having to pay for ads, buy Instagram followers, or complicated sales funnels. It's not rocket science and you can do it too. Listen on to find out how.

Hey joyful marketers. I'm here today with three fabulous humans to talk about pronouns and marketing. And when you say marketing words, when you communicate with people, when you create content, without even thinking about it, we automatically end up assuming the gender of who on the other side is listening.

Talking about our audience, we might use words like he or she, and the fact of the matter is that there are a whole bunch of amazing humans in the world who want and are seeking and want to pay for coaching, but who don't necessarily use those pronouns for themselves.

And before I introduce my fabulous panelists today, I wanted to tell you about how I came to think about this topic and my own personal journey with this topic and why I thought it was worth bringing on the podcast.

So I am sad to say that for the longest time, pronouns wasn't really on my radar. People who don't use the he/she pronouns, of the gender binary pronouns were not really on my - I just wasn't thinking about them at all. And so of course I didn't think about pronouns when it comes to marketing.

But then over time, I came to meet lots of friends and colleagues and just wonderful humans on the internet, where I like to hang out, and I saw that a lot of them were transgender, a lot of them were gender nonconforming, a lot of them identified as non-binary, some even intersex.

And I just remember one day feeling like, man, these people are amazing, I love being friends with them, they offer me so much, and some of them are interested in coaching, some of them are coaches, hate if any of them were interested in what I had to offer, but the only reason they didn't pursue being in a coach-client relationship with me or even being my friend or

whatever was because they weren't sure that my space was a safe and inclusive space that affirms their humanity.

I was like, that would be totally shitty if that happened. And then I was like, how do I prevent that from happening? And from that point on, I began to be more conscientious of the pronouns that I use, and not assuming that all my clients are female, which I used to do for the longest time just because life coaching, at least in my corner of the world, is very heavily predominantly women, or that's how I used to think of it.

I'd had the occasional client like Alexander who is male, or who identifies as male. And I would say - I'm kind of embarrassed to say this but not really because it was my truth, which is when it came to the odd man here and there, I would say, "You know what, the rest of us live in the patriarchy where maleness is the norm, y'all get to get used to being female being the norm for a while, so you can put up with the female pronouns," is what I used to think.

But over time I came to see that it wasn't - that wasn't really how I wanted to think about it anymore. My definition of being inclusive isn't to include everyone, but to help everybody who is a good fit for my offer feel safe and feel like their humanity is respected and honored and valued in my space.

So in that spirit, I stopped using exclusively female pronouns and I started using words like they/them a lot more in my marketing and I want to also preface this conversation by saying I still very much consider myself a student of this.

I identify as a woman, I am cisgendered, nobody's ever mistaken me for something other than a woman. So I am very much learning about what it means to respect and to be inclusive of people who don't fall in the gender binary. And that's why we are here to talk about it.

Let's learn. Let's all learn about it. So that's a little bit about my journey. I'm going to introduce my panelists. Mattia Maurée, Alexander James, and Hannah Brooks.

We're going to talk to these three people and they are - each of them are amazing coaches on their own right and they're all in my Joyful Marketing community. A couple of them mastermind graduates. They are just fabulous people. I can't wait for you to meet them and talk about pronouns. Mattia, hello.

Mattia: Hello. It's great to be here. So I am nonbinary trans and I use the pronouns they/them and I've been out since about 2015. So a good while. And I think pronouns are incredibly important because for people who think about and care about their pronouns, or in my case, have chosen pronouns for themselves, it's very much like your name.

So if you know someone that is mispronouncing your name, you're not necessarily going to be mad at them or go home and talk shit about them, or necessarily think about it too much. But if someone continues to mispronounce your name every single time you see them and they just keep doing it over and over, that's exactly what it feels like when someone won't learn your pronouns.

So it's not, again, people making mistakes, I don't mind at all, especially people I would say who are quite a bit older, like my grandparents' generation. I just don't necessarily expect them to get it and remember, even if they're making a big effort.

But kids are great at it, I have to say. When you tell a child, they just remember, and they just do it correctly. So I think it really is about learning and practice, and it is very possible to practice. So from a marketing perspective, I also think of it as an accessibility issue.

I'm also autistic and autistic people are seven times more likely to be trans. We don't know why, but part of that probably is just because gender is a social construct and doesn't make a lot of sense, and we're just like, yeah, whatever. I don't need to be a part of that.

So that's another issue is if you are only using very binary language, you may also be pushing away potentially neurodivergent people as well who

have these overlapping identities. So I think pronouns, you don't have to use all of them.

So that's the other thing is with neopronouns, which are new pronouns, make your xe/xyr/ze/xem, there's a whole bunch of them, and they're almost endless. I see new ones all the time. Some people make them up. I know people who have made up their own that I've never seen anywhere else.

So you're not going to try to use all of them and they/them is probably the easiest gender neutral one to default to if you want to default to one. But that said, there are a ton of potential pronouns out there that you could potential use in your marketing if you wanted to.

I don't think it's necessary to try to use all of them is what I'm saying. But if you only use he and she and you don't ever say anything about all genders, or if you're really just using really, really binary language and that's all I see, personally, I'm probably not going to be as interested, just because I assume that you haven't thought about it.

So it's not about doing it perfectly, it's about showing, like you say, that you're a student and you're in this process and you're making an effort, and you're open. So that's kind of my basic way of thinking about it.

Simone: Thank you professor Maurée. Such a wonderful analysis. And so much for probably the majority of the life coaching community to learn from. The point isn't use every pronoun to account for every person every time you talk about anything. It's just to let people know that if you're nonbinary, we see you, we respect you, you're safe and welcome here.

So I'd love for you to chime in whenever - I'd love for anyone on this panel to chime in whenever, but I would love to have Alexander and Hannah introduce themselves. Alexander, could you introduce yourself?

Alexander: Yes, absolutely. So my name is Alexander James. I am a life coach who works with other life coaches, specifically in the realm of branding and helping them find a brand that lets them expand.

And it's so interesting, I actually was so excited when you invited me into this topic and into this discussion because for the first three years of my coaching career, I had an offer where I was offering coaching to gay men, specifically, and without my realizing it, in marketing that business, I was marketing that business towards cisgendered gay men and specifically cisgendered gay men who use the pronouns he/him. So this is where...

Simone: I'm so sorry to interrupt Alexander, I just want to clarify what cisgender means for maybe some people who haven't heard that term before. So cisgender means that your gender identity is the same as how society perceives you. I got that right, right?

So I feel like a woman, I know I am a woman, and I identify as a woman, and society sees me as a woman, so there's no conflict there. And that is not the case, for example, where transgender individuals have their gender experience. They identify as they know they're a certain gender, and society sees them as something else. And that is not cisgender. Continue.

Alexander: Just another way to think about it is cisgender people are people whose gender matches the sex that they were assigned at birth. So there's just that kind of ease of they were assigned male at birth and then the gender identity that they have later on in life is also male. And so there's just a congruence.

So cis being congruency, and then trans being the non-congruency perhaps of what you were assigned at birth, and what you know yourself to be. So this topic came up for me and my thinking has continually been evolving around it.

For me, when I started marketing my business, I was really adamant about using he/him pronouns in my business, specifically because as a cis gay man myself, I had never engaged or really been in a space where that was

sort of acknowledged, where the pronouns were telling me, like I was speaking to men and then I was saying your partner is male.

And so part of the way I was using pronouns in my marketing was to make it really clear that I was speaking to gay men and gay men in gay relationships. And so that was really meaningful and powerful to me. And what really started to evolve my thinking was I had a nonbinary client myself.

And they came into my practice and we started having these conversations around ways that I can - because in my mind and in the way that I was thinking around it was, well, if I just go to gender-neutral marketing, then people are going to think that I do relationship coaching for straight people and for people who identify as women and cis women, and I definitely don't, that's definitely not the ideal clientele that I want to use.

And so what I find for me has been helpful in guiding my evolution around this is shifting my thought and the questions that I'm asking myself. Because at first, I found myself being like, should I use gender-neutral pronouns in my marketing?

And then I realized that's actually a really low-quality question. And a higher-quality question that I could ask myself is how can I utilize pronouns in a way that serves my clients and potential clients best?

Simone: That's so good.

Alexander: And I think that will lead you to much different answers than what we think we should do. And I love what you said Mattia specifically because when I'm thinking about I as a consumer, when I go to purchase life coaching from someone, the way that they speak in their marketing and the way that they show up and market their practice tells me a lot about what's happening on the inside.

And I think it can be very easy for us to feel like, well, I should do this thing, or this is the right thing for me to do in my business, and what ends up

happening is that we maybe speak in woke speak in our marketing, but the values in our actual program aren't aligned to that.

And so I think the invitation is just - definitely was for me, is a deeper inquiry into why I'm using the language that I'm using, why I'm using these pronouns, if I'm intentionally excluding these people or not, which I was unintentionally excluding these people and I didn't want to be.

And beginning to have that conversation of how can I utilize pronouns that serves my clients or potential clients best, because I think sometimes we have the impetus to just like, okay, this is the right thing to do and this is what I should do so I'm going to do it, and then we jump on that bandwagon.

And what I want to offer some people who might be listening thinking, "Am I doing it wrong? And I should just change it immediately," is that that can actually be a disservice to potential clients, especially somebody who perhaps you haven't done this deep inquiry yet who then thinks they're coming into a certain kind of space and then when they get into the space it's not that kind of a space.

So me, as a gay man, and life coaching also in my corner of the world being very female dominated and sometimes not even that gay friendly or very heteronormative, if I go into a space knowing ahead of time that it's going to be a very heteronormative space, and for those of you who can't see me, I also dress in a very gender fluid way. I wear a lot of women's clothes.

It allows me to opt in and mentally prepare myself for that. So it serves me in that way of what you're selling is what the person's getting. As opposed to just like, okay, well, I'm just going to put this facade or - I just feel like to sum it all up, I feel like when we ask the question should, it becomes about us and not about actually serving the people that we want to serve on a deeper level, or including the people that we want to include on a deeper level.

Simone: That is worth all of the money in the world. It's so brilliant. So glad you brought that up. Because when we ask ourselves what should I do, should I do this, what we're saying is basically I want to get it right. I want to get it right, I don't want to get it wrong and be punished, or have somebody criticize me.

And when that is the intention that you're coming from, that's probably maybe - it's not the most aligned place that you can serve from. And it's not going to have the strongest resonance for the people that you want to connect with.

So the reason that I brought Mattia on as well as Alexander and Hannah whom you're about to meet is I wanted to hear from different people who have thought in a thoughtful way about these issues. You all have three different practices. You target different types of people. You coach on different topics.

And you have different ways you've evolved your thinking on this, and I wanted to present them as a panel, including myself, not as a way to be this is the correct thing to do, this is the right way to think, you should do this, but look at all the nuanced ways where thinking about this, look at where bringing thoughtfulness and care into learning something that is maybe new for some of us, and I think that's important for all of us to be able to see.

Because the point isn't to get it right, to get it perfect, to get an A. There is no A. Nobody's grading you. But to ask yourself, how can I - like Alexander said beautifully, how do I show up in a way, how do I address my people in a way that best serves them and serves their evolution. So having said that, Hannah, tell us a little bit about your practice and your thinking on this please.

Hannah: Yes. I am a marriage coach for highly sensitive women who are married to men. When I first got into this work, I was actually - I used much

more gender neutral pronouns and I called myself a relationship coach. And I was very - I was just more broad.

And I liked that at first. But as I continued to work with people and hone where my gifts were and how I could serve people best, it became more and more clear to me that I can help specifically highly sensitive women who are bisexual, heterosexual, or pansexual in their experience of being married to a man.

And it was tricky for me to navigate that and actually make that clear decision that that's who I'm going to speak to. And in fact, it's a fresh - I've been revisiting it recently. And I've questioned myself a lot. I've gone into that question, what's the right thing to do? Should I do this? Should I not do this?

But like has been said here, those questions didn't - they weren't very useful questions. They just led me to a place of feeling shame and a little frozen around the whole thing. And I found that really, with actually some of your support and coaching, Alexander and Simone, I found that the question that was better for me, a more important question was what's the most loving service I'm personally positioned for?

Who am I best positioned to serve? What's my deepest offering of love? What I see most clearly and I feel like I can support best in this world is helping women in their experience in their relationships with...

Simone: That is also such an exquisitely beautiful question. And I also want to revisit that part of coaching that we did inside Joyful Marketing about how you can be a cis woman coaching other cis women in relationships with cis men, but also signal to people and not just signal, but genuinely communicate to people that your coaching space is safe if you don't happen to be that. Tell us a little bit about that.

Hannah: The inquiry for me when I first came for the coaching recently on this was I wanted to find a way to be inclusive and also exclusive. Does that make sense? Simone: Totally.

Hannah: Because I have so much love for all the people, and I know that my work can help people. And specifically being a coach for highly sensitive people, that's also a difference. Not a - what's the word?

Simone: Neurodivergence. It's a little bit of an accessibility...

Hannah: Yeah. And so I know that what I offer is beneficial and can help all those who are highly sensitive, no matter how we identify, because I care. I care about it. So what was the question?

Simone: Anybody else can jump in as well about how even if you intentionally, because of what you are best positioned to provide because of your specific expertise, you work with a lot of cis humans, but there are other ways to communicate, make sure that people know that you're a safe space, even if you're not cis.

Hannah: Yeah. And so part of the answer for that for me has been just explaining this. Saying this, and also basically saying there's so much here also for anyone, no matter how you identify. And also, one of the things is I actually sometimes get cis males coming to me asking for coaching for their marriages.

So I find that what I actually - even though I've chosen to use very specific pronouns, people who do really resonate with the rest of what I'm saying and know that it's a safe space for them...

Simone: Because you tell them.

Hannah: I find that people will come to me and even decide to work with me, even though that's not my primary.

Simone: Anything to add to that, Mattia or...

Alexander: I'll jump in for a quick second and just say that this gets really interesting specifically because we're in a conversation about niching as

well. And the literal purpose of a niche is to exclude people. It's to let people know who your ideal client is.

And I think sometimes when we think about niching or ideal clients, we maybe think about that's just a person that I prefer to work with. And I want us to start thinking about when we talk about marketing and marketing to ideal clients, actually thinking about the client that we are equipped to serve the best with our knowledge, experience, and expertise, so that we're thinking about niching in a way that comes from a place of service. I just think it's interesting because in some niches, it's going to be more important to perhaps be gender specific.

Simone: The two of you are great examples because you're both relationship coaches, or you used to be Alexander, and you were particularly speaking to gay men in relationships with other gay men, and Hannah, you were speaking to women in - cis women in relationship with cis men.

And these are places, niches where pronouns matter. And I just love so much the questions that you ask, these really high-quality questions that get to the heart of why, if you do want to change them, why you would want to, and in a way that really is in service of everybody, as opposed to it being about what I think of as the wrong definition of inclusive, which is everybody and their mom.

Because you're not best equipped to serve everybody and their mom. You're best equipped to serve a very particular slice of the population based on who you are and what your values are and what your expertise is.

Alexander: Yeah, no, I love what you just added because I think that when you're in a gender-specific niche maybe, or you're speaking to someone, here's how I think about it. I'm not speaking to someone like just because they're a person with a penis who also likes another person with a penis.

I'm speaking to all of - to get graphic. I'm speaking to all of the socialization that has literally formed their brain and the thoughts that they have about themselves, the cultural attitudes, the identities that are specific to that, and there's so many things out there showing how hetero patriarchy literally shapes your brain.

So in terms of being specific and speaking to those people, it's because they have a specific need in the coaching that I'm giving them that sort of adds another lens to the work that I'm doing, or that adds some nuance.

Whereas what you're saying, Simone, in a niche like marketing, a lot less of the experience is experienced through that lens, although some of it and you even yourself have these lenses of like, neurodivergent, and showing up from a lens of trauma and nervous system awareness.

So we each get to have these lenses and the most important thing is we're choosing them intentionally so that we're not leaving people out who actually we are best and are our ideal clients and we are best equipped to serve because that's also a disservice.

So always coming from the thought perspective of trying to best serve people, and sometimes the best way you can serve someone is by not serving them. And letting them go find someone who's super well equipped for what exactly they're wanting and they're needing.

And so one of the ways that my business changed a little bit when I was still doing relationship coaching for gay men was that I had sort of a directory of people I could direct people to when they came to me, and I didn't feel like I was the best equipped to serve their exact experience.

Simone: That's so good. I recommend that for every coach. Because you're not going to be everybody's dream coach, even if you serve in the niche they're looking for. And I'm always like, refer out. Mattia, did you want to...

Mattia: Yeah. So I think - I love the question who are you excluding and why, and I think it's really important for people to know that. And actually,

Alexander, because you brought up penises, I do want to touch on gender essentialism just because this is a term people might not know, which is saying basically your body parts and specifically genitalia is usually what people mean, but secondary sex characteristics are essentially tied to some genuine aspect of your gender.

So when you hear people talk - people who don't believe in trans people essentially are typically gender essentialists. They believe your genitalia defines your gender. We're having a conversation outside of that, however, for example, if you did, if you want to speak to gay men, there are trans men and trans men are men.

Also, just want to say, please nobody use the term people who identify as women, et cetera, or women identified, because that's implying that trans people are not the gender that they say that they are. So that's just a term I see out there sometimes. People are trying to be inclusive, but it will send trans people away. We're like, no thank you.

I hear that you thought you were supposed to say that, but it's not actually a great term. So anyway, if you're excluding people based on genitalia or gender or how they think about their gender, why?

And for example, do you not want to work with somebody who is not out? So that's the way that I think is useful to think about it. If you - so Hannah for example, if you're working with say somebody who has thought of themselves as a cis woman and they're married to a cis man, and I know someone in this situation where one of the spouses is in the process of coming out as trans after being married for 10 years and they had never talked about it up until that point.

You might be working with those clients at that time and they might not want to work with you if you super overemphasize how important it is for you to work with cis people, if it really matters to you. So that is one way to think about it. Do you want to exclude people who are not out yet?

And if so, that's fine I think if you say, no, I'm not equipped or I don't want to. And then the other side of this is, is your space, your program, your coaching actually equipped to be welcoming once they're there? And if it's not, then yes, they're not the people for you and you should just send them elsewhere.

But if this is like, you're in the process of learning as a coach, and you need to have that client in order to maybe learn some of these things, that's not necessarily bad. And it's not a disservice to the client for you to be learning while you're working with them.

But I do think that that's an important part of the who are you excluding and why is, is it important for you to exclude people who are maybe still questioning and not out yet. And again, that's fine. I don't think it's good or bad either way, but it is something to think about, especially because the people who are in their early 20s right now are the queerest generation that we've seen yet.

There were studies done probably about five years ago of teenagers, maybe a little longer, and less than half of them identified as completely straight and completely cis. So there are a lot of young people out there, young adults right now who are either questioning or just don't consider themselves completely straight and cis. And that's a lot of people, if that's accurate.

Simone: I meant to say this in the beginning, I forgot, which is that we're talking about this in the context of how do we best serve, how do we become more inclusive and loving. But also, it's just great for business to be inclusive in the right way.

You mentioned this young generation of cis people, guess what - I mean, nonbinary humans. There's lots of non-young humans who are nonbinary and who may be trans, intersex, all the things, who are looking for coaching.

And I don't want to say it's untapped market, but I will say it's a very underserved market because people just aren't thinking about them when they should. I mean, I said should, but you know what I mean.

And so if you can be the place where they genuinely do feel welcome and safe and included, and not in a performative way, but you genuinely care about their humanity and you want to let them know, and you're open to being a student and being in the process and learning and being humble about it, then hey, there's all the clients that are looking for you, they're going to come to you because nobody else is talking about it. Nobody else is going through the effort to think about it.

And so it's just great for business. And I want to say - and Mattia, you can correct me if there's anything to correct, but I want to say that it's okay, it's a good thing to be in the process of learning. None of us who is not trans, who is not nonbinary, just wakes up and has downloaded all the perfect ways to honor everybody.

I am not perfect. I am going to get things wrong. I have gotten things wrong. And it's incremental steps of just sharing where you are and the journey, not in a way where you're asking people to take care of and educate you, but hey, it's important for me to be inclusive and respect the humanity of nonbinary people.

And I just want you to know that whatever comes from your heart and whatever is an aligned thing for you to say out of wanting to love and serve your people, share them. Make your positions known. Be okay with being known as being in the process. And be okay also with some discomfort that might happen along the way. We know how to process uncomfortable emotions. We're life coaches.

Alexander: I'll just jump in and I'll share that one of the things that I love about being a life coach is that it's really allowed me to challenge my own thinking constantly. And about everything and to see the ways in which how I'm thinking about things might be limiting me.

And so I think what's really beautiful about being in this process and being life coaches is that we have so many tools and we're so used to questioning our own thinking that it allows us to evolve our thinking to serve us and those around us so much more.

And as people are working through this on their own, or maybe this is a podcast and this is the first time you're ever hearing about this, and you're like, what are they talking about? Gender essentialism, what is that? Take it as an invitation to see and check in what's going on in your mind and your thoughts that might be limiting you, that might be limiting your impact, that might be limiting the way you experience and see the world.

And I personally feel so grateful, we just had a beautiful moment on this podcast where even though I've studied so many of these things and I know exactly - as soon as you said Mattia, gender essentialism, I was like, oh, I totally did do that.

We had this beautiful podcast where I got to be reminded and we got to go deeper. And I'm just so grateful for coaching spaces to be a place where we can come together and really challenge our own thinking, both as individuals but also as a collective, and that there's so much power in that.

And that we really get to tap into being the pioneers of thought and thought leaders in the world and being parts of conversations like the one we're in today is how that happens, and is how we show up for our lives, our businesses, and ourselves.

Mattia: I would also emphasize simplicity in this as you're starting with this language. You don't need to learn every term and try to incorporate it correctly in one big run-on sentence. You can just use the terms that you understand, that you've learned, and that you feel really comfortable and confident with, and incorporate them.

And that, again, signals to people who are looking for that, it's kind of like queer coding back in film back in the day. We were so excited to see one

little gay thing in a movie because there weren't really any gay characters or queer love stories.

So we're kind of looking for that little thing. And that's how marketing sometimes feels to me as a trans person. I'm looking for somebody to use one word or one phrase that I'm just like, oh, thank God, you get it. Or again, it can be very small and simple. You don't need to make it super complicated.

Simone: That brings me back to - to tie this all together and to conclude this conversation, that brings me to the essential Joyful Marketing principle that I always teach is that yeah, you're always in the process of learning and evolving, but also you have to trust people to see your sincerity.

You have to trust people to love you and admire you and want to work with you in your imperfection. Like I said, I know I've gotten a whole bunch of things wrong, and yet Mattia is still here. She's not like, oh, Simone was insensitive to this that one time, she's canceled.

And so it's not about being perfect. You have to trust people to love you. You have to trust that your own sincerity is good enough and don't let shame get in the way and keep learning.

I love what Alexander said. Life coaching is the one space where being wrong is great because it means we get to look at our thoughts and feel some emotions and decide how we want to be and evolve, which is why everyone wants to hire us because they have trouble doing that on their own.

So any final words before we close?

Hannah: I wanted to add basically along those lines is for me, it's been so important to make this clear decision for now and to also stay open to it evolving in the future. And always learning more, and re-deciding again and again.

Simone, what you said when you were coaching me on this was basically, can I truly trust my seriously loving heart? And just that was so important for me. It was just, oh yes, I can trust that. Instead of getting caught up in the what's right, what's wrong, and feeling shame about it and all of that.

Just coming back to deeply trusting that I have this totally loving heart, and that just allows me to actually be open to learning and also make strong decisions for now. So I would offer that for others who are in inquiry and are trying to decide how they want to...

Mattia: I really loved that idea that Alexander said of being afraid of getting it wrong versus serving clients. And we're here to serve clients. Not to get it right.

Simone: That was such a heart-open, beautiful, incredibly useful I think conversation. Thank you Mattia for being here and offering us your insights, and I'm also grateful to Hannah and Alexander for being here and being willing to be really thoughtful students on this.

And I know that everybody's going to listen and have something really useful to take away. So thank you again and we'll talk to all of you next week. And if you want to find more information about these fabulous humans, I will include their info in the show notes. Talk to you next week.

Hey, at the end of this recording for this podcast, I accidentally misgendered Mattia and referred to them as her. And I wanted to acknowledge that and I spoke to Mattia about it and I said I'm sorry, I apologize for misgendering them and asked what would be the best thing to do.

Should I leave it in and talk about it, or should I edit it out? And we decided that it would be useful to leave it in as an example of what it means to do the work imperfectly.

I was first really embarrassed when I realized that I had misgendered them, but then I realized it's more important that I stay present with the process, that I stay with the learning, and I allowed myself to be in a vulnerable position of having a podcast that's listened to by thousands of people and misgendering one of my clients.

It happens. Made apologies, learned from it, and I want to be an example of not somebody who gets it perfect but somebody who is willing to learn. And I think and I believe that is useful for all of us.

And lastly, I would like to extend my special gratitude to Mattia for all the wisdom they contributed to this podcast, all the insights, as well as the graciousness that they extended me in and out of this conversation.

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