MARJA NORRIS

Speaker • Author • Corporate Consultant

YOUR MOST TALENTED PEOPLE MAY BE DOING EVERYTHING RIGHT—AND STILL MISSING WHAT IT TAKES TO ADVANCE.

Talent gets people in the door. What happens next is often determined by what no one teaches them.

After 45 years in wealth management, including 35 years as a Senior Vice President at UBS, Marja Norris saw the same dynamics repeat: highly capable professionals being overlooked because they didn't understand the subtle behaviors, perceptions, and unwritten expectations that influence credibility and advancement.

Marja calls it The Unspoken Code.™

SIGNATURE KEYNOTE

The Unspoken Code.™

What talented professionals need to know to get heard, trusted and advanced.

A candid look at the workplace patterns, behaviors, and signals that quietly shape careers—and how to recognize and navigate them more effectively.



Audiences leave ready to:

- **Communicate with greater clarity and influence**
- **Strengthen confidence and professional judgment**
- **Create Executive-A-Game impression that supports credibility**

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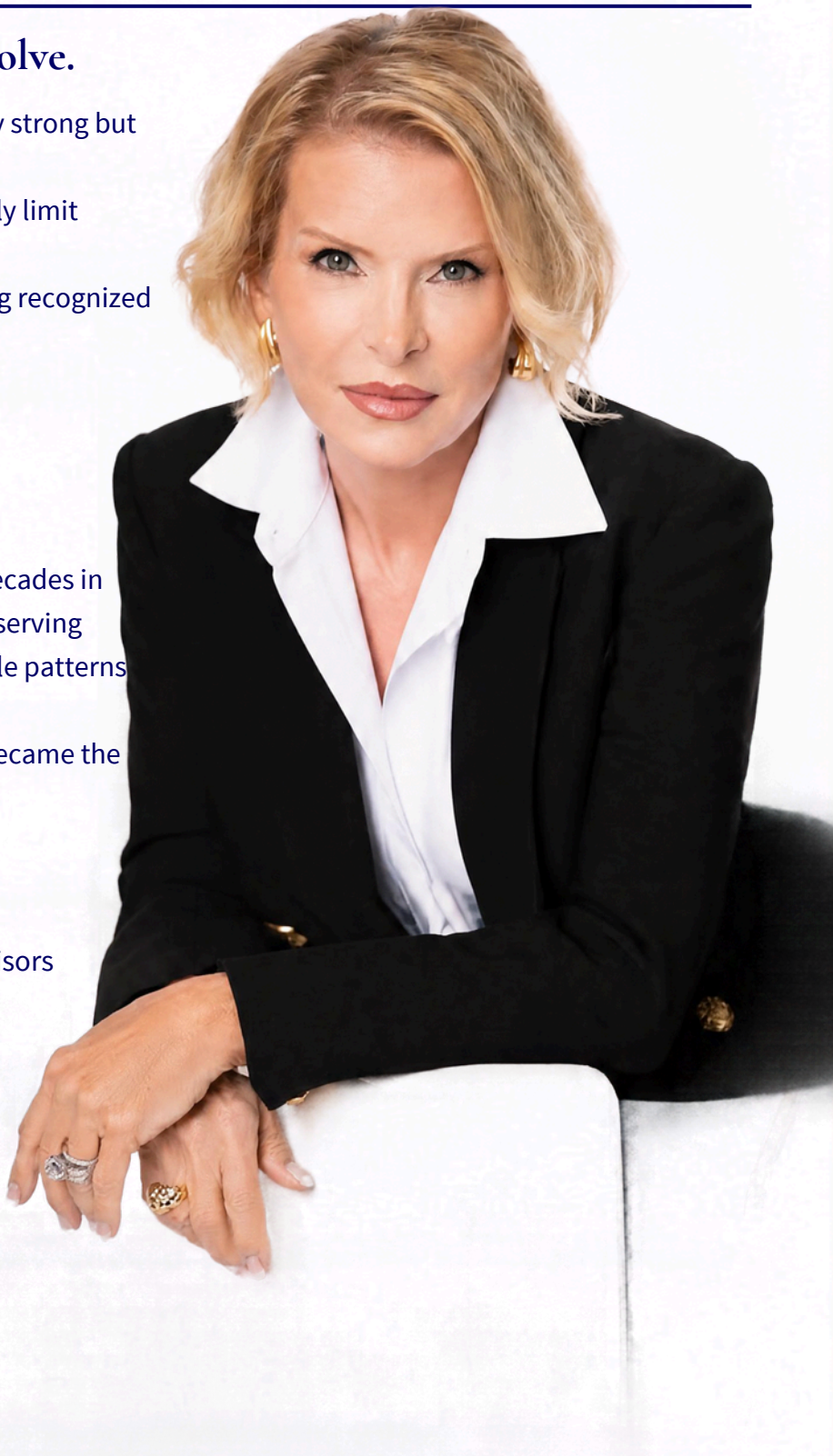
Helping women build distinguished careers with The Unspoken Code



What Marja Helps Organizations Solve.

- High-potential professionals who are technically strong but not yet seen as ready for more.
- Communication and confidence gaps that quietly limit influence and creditability.
- The gap between doing excellent work and being recognized as leadership ready.

Why Marja?

She doesn't teach leadership theory.
She teaches what she watched actually work.

Marja spent 35 years at UBS and more than four decades in business, rising to Senior Vice President . while observing firsthand who advanced, who stalled and the subtle patterns that often made the difference.

Her ability to recognize those recurring patterns became the foundation for The Unspoken Code.™

Credentials

- Former Senior Vice President, UBS
- Former Barron's Top 100 Women Financial Advisors
- CFP ®
- CIMA ®
- Author of The Unspoken Code. ™
- National Speaker

Additional Signature Topics

- Executive A-Game Impression
- The ABC's of Professional Success
- Corporate Workshops
- Strategic Consulting

Endorsement

"The Unspoken Code captures several decades of valuable lessons learned on navigating gender landmines in the business world & passes them forward with straight talk about the unwritten rules of the game never taught in school."
Anne Doyle, author of Powering Up! How America's Women Achievers Become Leaders

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