

EXECUTIVE PRESENCE

Do you have the leadership “wow” factor?

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Presentation Topics

1. What is Executive Presence?
2. How can Executive Presence be useful?
3. What are the core characteristics of Executive Presence?
4. What undermines Executive Presence?
5. Can you help others develop Executive Presence?

Definition of Presence

- The state of being present; current existence
- The immediate proximity of someone or something
- An invisible spiritual being felt to be nearby
- The impression that something is present
- Dignified manner or conduct
- The act of being present

- *Charisma – A personal attractiveness or interestingness that enable you to influence others*

Executive Presence

1. I know it when I see it
2. It can be a success accelerator or a conflict-laden success inhibitor
3. It involves value alignment
4. Important decisions are based on it, including hiring and promotional decisions
5. Information is shared in confidence to individuals with it

Executive Presence

6. Individuals who are knowledgeable and competent are often deferential to those with it
7. It is not leadership; it is tied to the role, the achievements and accomplishments of the person, but is not the actions
8. It can be secured and it can be lost
9. Those with it have a certain “wow” factor or “magnetism”
10. The leader must be absolutely realistic about possessing the core characteristics in order to be strategic about career planning and leadership challenges

Self

Confident	94%
Competent Thinker	69%
Attractive Appearance	63%
Fully Present	44%
Master of Self	38%
Genuine	25%

Interpersonal Interactions

Communicates a Strong Desire to Lead	100%
Emotionally Engaged	94%
Trustworthy	44%
Has a Connective Impact on Others	44%

The Core Characteristics

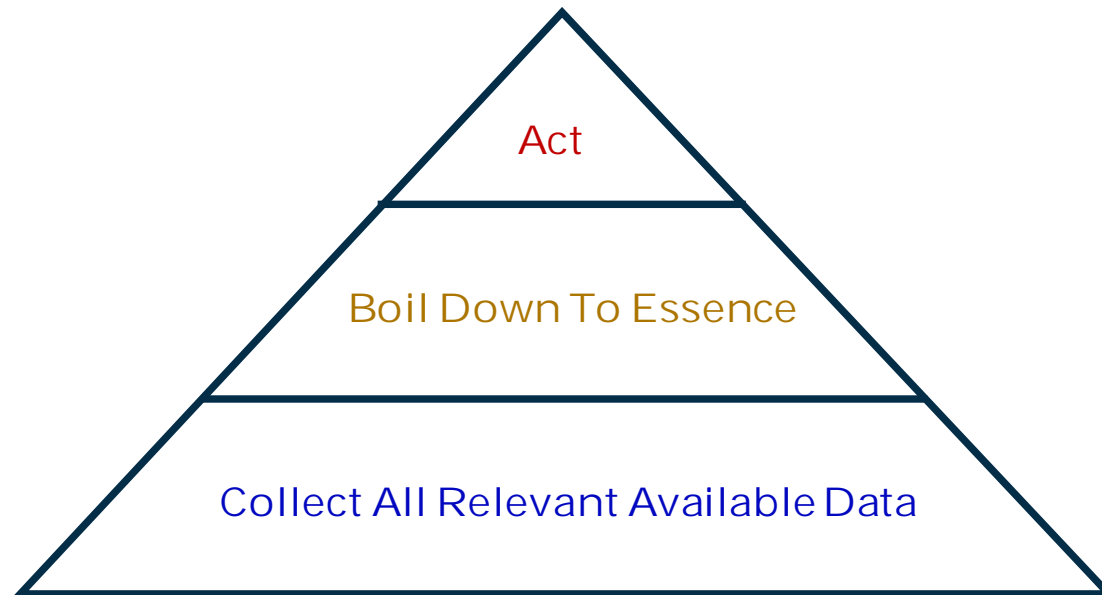


1. A Seriousness of Purpose

- a. Generates a perception that the leader should be followed
- b. Unforced self-confidence, readily apparent self-discipline
- c. Thorough preparation, attention to detail, decisiveness at the appropriate time and a clearly communicated vision of the path ahead

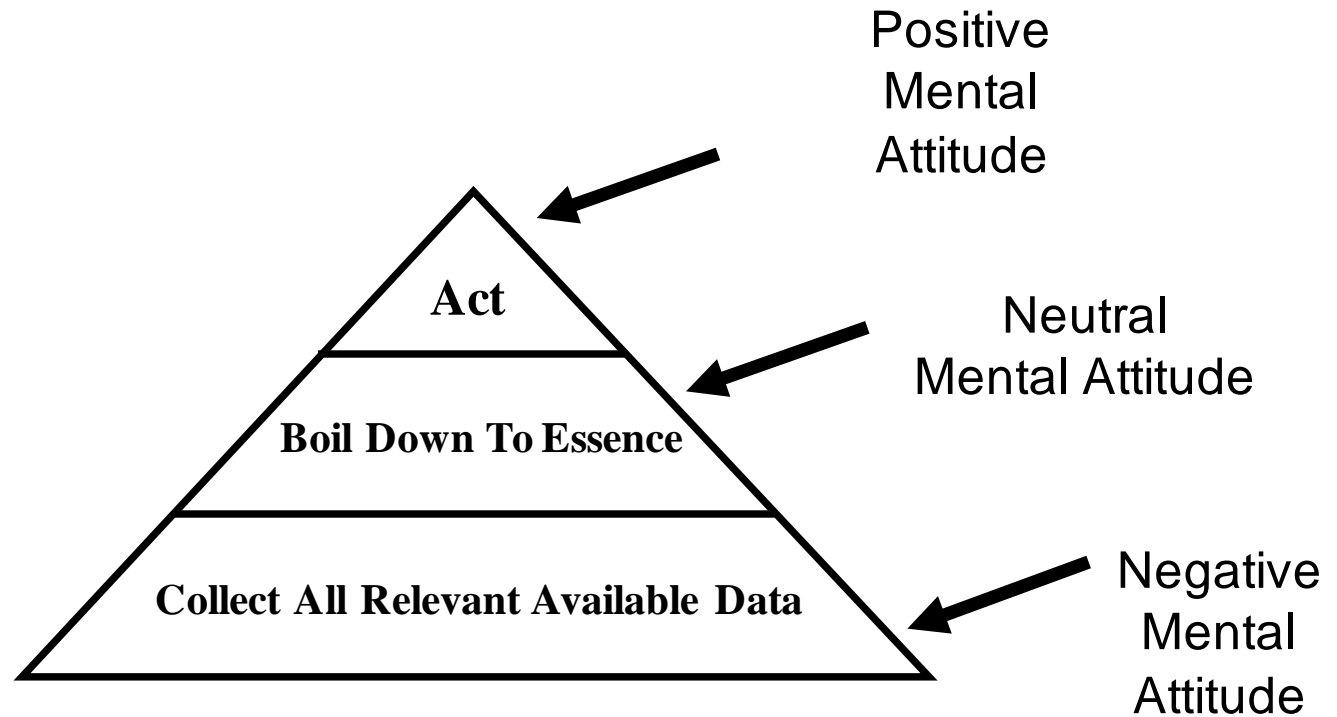
JUDGMENT

From Leopold Bellak, M.D.



Judgment

From Leopold Bellak, M.D.



Context and Structure

- Communicate the values of the organization
- Understand the leadership situation
- Drive organizational direction
- Create a sense of purpose
- Inspire the workforce

Apply Power

- Establish a Holding Environment
- Direct Attention
- Access Information
- Manage Information and Frame Issues
- Orchestrate Conflict
- Choose the Decision-Making Process

The Core Characteristics



2. Building Trust Relationships

- a. Communicate and keep a promise
- b. Be emotionally present
- c. Behave predictably
- d. Promote we vs. me
- e. Understand and manage risks
- f. Be accountable

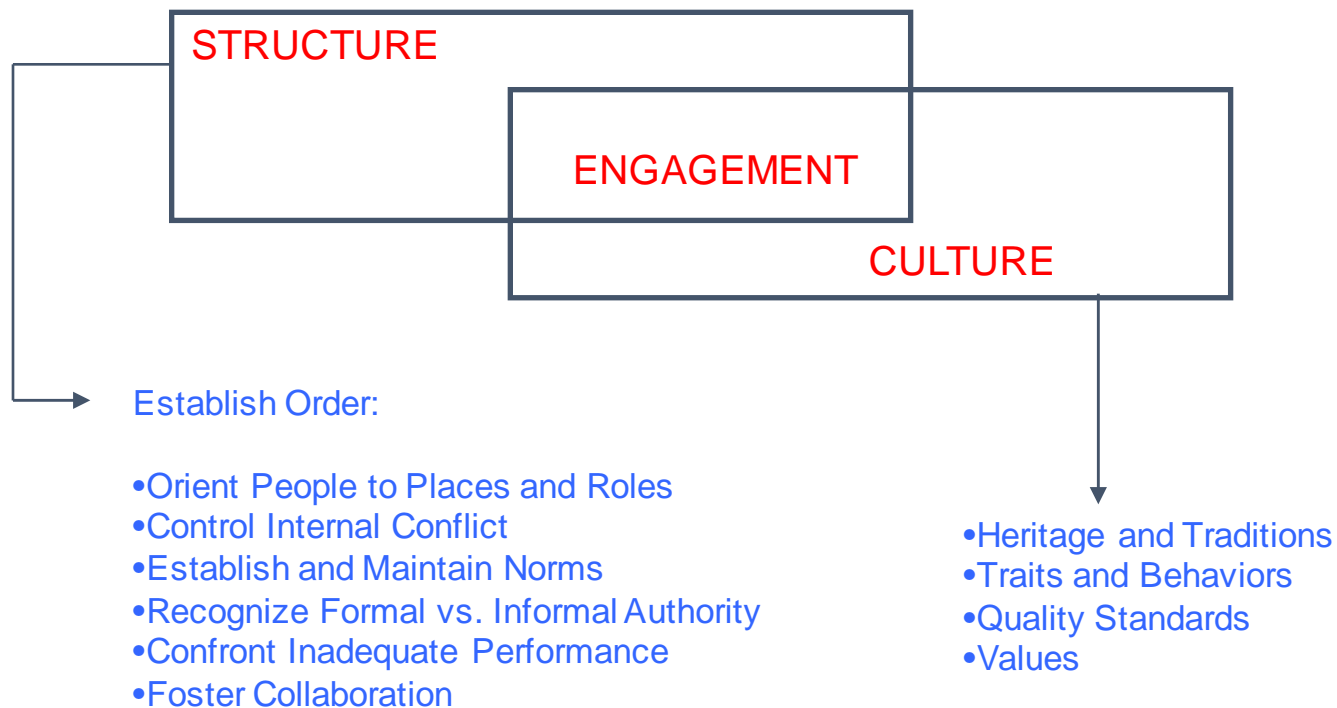
Basics of Trust

- Respect
- Trustworthy self
- Trustworthy other
- Trustworthy context
- Time
- Genuine good will

Teams Build Trust

- Managing risk
- Committing to common goals
- Addressing tough issues
- Giving and receiving feedback
- Managing conflict
- Having fun together

Be Accountable



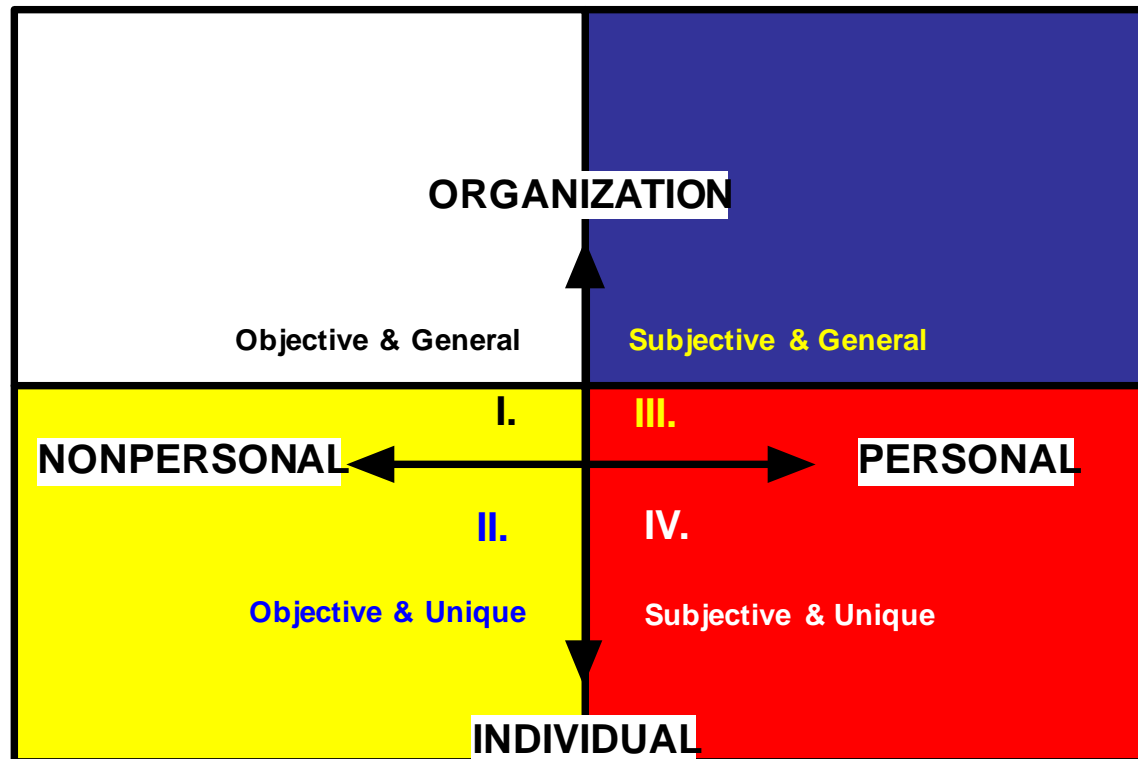
The Core Characteristics



3. Building and Holding Connective Attention

- a. A physical appearance appropriate for the situation and context
- b. Dress, speech and tone are appropriate for the situation
- c. Understand the context

Domains of Leadership



The Core Characteristics

4. Master of the Art of Awareness



- a. Be fully present, focused and attentive to the needs of others
- b. Monitor emotions and manage conflict
- c. Objectivity on a platform of reality
- d. Disciplined self-reflection
- e. Be aware of energy levels

Leadership Situations

Type 1	Type 2	Type 3
<ul style="list-style-type: none">• Clear Problem• Clear Solution• Leader/Expert Performs the Work• Intellectual Challenge• Technical Work	<ul style="list-style-type: none">• Clear Problem• Requires Learning• Shared Responsibility for the Work• Intellectual and Emotional Challenges• Technical and Adaptive Work	<ul style="list-style-type: none">• Problem and Solution Require Learning• Group Works / Leader Facilitates• Intellectual and Emotional Challenges• Adaptive Work

“Leadership Without Easy Answers”
Ronald A. Heifetz

Successful Outcomes

- Evaluate the intellectual and emotional challenges
- Orient people to time, space and roles
- Keep the stress level within a tolerable range
- Focus attention on ripe issues, not stress-reducing distractions
- Give the work to the group, but at a rate they can tolerate

Ronald A. Heifetz

Conflict Comes From.....

- Different:
 - Perspectives
 - Roles
 - Values
 - Needs
- Task vs. Relationship
- Emotional Responses
- Group Dynamics

Conflict

- A Mind Set For Managing Conflict
 - Process For Managing Conflict
- Put it in perspective
 - Problem solving
 - Seeing own role in the problem
 - Find the truth
 - Win/Win
- Define It
 - Decide What You Want
 - Commit To The Reality Principle
 - Tolerate Some Unpleasant Feelings
 - Solve Only What Needs To Be Solved
 - Work For A Win-Win Result
 - Work On It Long Enough
 - Put It Behind You
 - Then Expect More

Lean Into the Tension.....

1. Foster a mutual respect for one another and the relationship
2. Identify the value conflicts
3. Have patience with different realities - be wary of confirmation bias
4. Depersonalize issues – no victims or villains
5. Focus on structure

What Undermines Executive Presence?

- Incivility provoking the feeling of disgust
- Acting socially awkward
- Self-centeredness
- Acting Insecure
- Loss of Control

Dangers

- Envy
- The leader carries too much of the load
- Creativity is inhibited