



# Leading with Presence

March 4, 2016

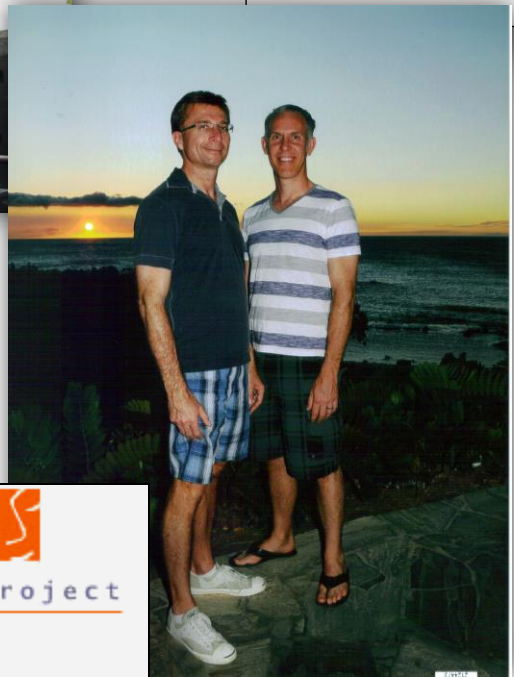
Legal Council on Legal Diversity

# About Me...Tim Gluszak

*corner*STONE  
*Rebuilding lives, restoring hope*



**UB**  
**University at Buffalo**  
*The State University of New York*



  
domestic abuse project  
**D A P**



# Session Objectives

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**A greater understanding of:**

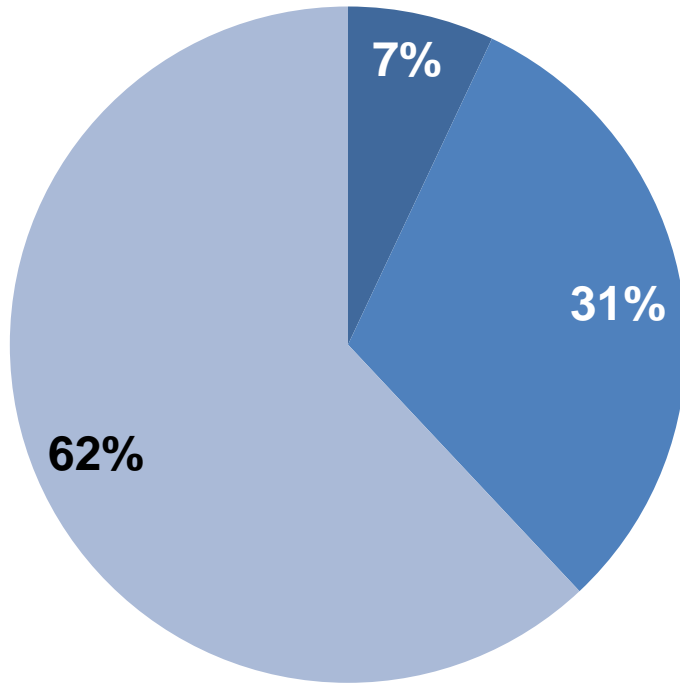
- **Why Executive Presence is important**
- **What Executive Presence means at General Mills**
- **How to authentically and successfully operate with Executive Presence**
- **Gender and Multicultural Differences with Executive Presence**



- 
- Four stylized human silhouettes in orange, yellow, blue, and green, standing in a row. The silhouettes are semi-transparent and overlap slightly. The orange silhouette is on the far left, followed by yellow, blue, and green on the far right. They are positioned behind a light gray rectangular area that contains the text.
- 1. What does it look and feel like when someone has “Executive Presence”?**
  - 2. What does it look and feel like when someone lacks “Executive Presence”?**

# What Matters Most?

## The Most Important Aspect of Executive Presence...



- Appearance
- Communication
- Gravitas

- Surveyed 3929 US Men and Women in March 2012
- Focus Groups
- White collar occupations
- Ages 21 to 62

## Gravitas Top Picks:

1. Grace under fire
2. Decisiveness
3. Integrity

## Communications Top Picks:

1. Speaking skills
2. Ability to command a room
3. Assertiveness

## Appearance Top Picks:

1. Good grooming
2. Posture
3. Attractiveness



# Why is Executive Presence Important?

Skills & Capabilities Required

**Leadership Success**

**Leadership**  
(Vision, Strategy)

**Managerial**  
(Set Objectives,  
Coach, Develop)

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**Technical/Functional**  
(Personal Expertise)

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**Professional**

**Manager**

**Executive**



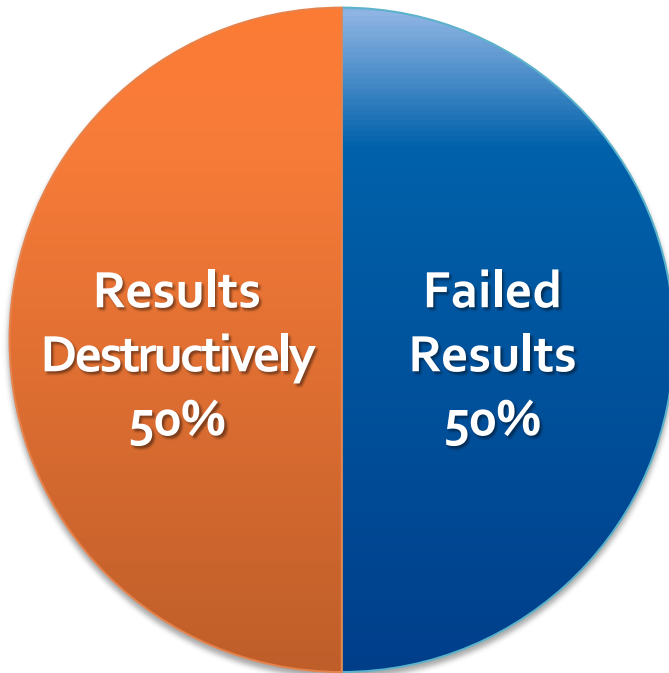


# Why is Executive Presence Important?

## Avoid Derailment

### General Mills Derailment Study

#### SURFACE CAUSE



Top Derailment Situations: Job Transition,  
Assuming Higher Level of Responsibility



1. Lacks Strategic Vision/Both Strategy & Execution
2. Lacks Executive Presence
3. Failed to Grow in Transition
3. Hasn't Selected/Developed Strong
3. Developed Cracks in Character
4. Lacks Strength in Key Skill (position-relevant)
5. Lacks Strength in Key Skill (position-relevant)
5. Lacks Strength in Both Strategy & Execution
6. Hasn't Selected/Developed
6. Developed Cracks in Character



# Executive Presence

Authentically connecting with the hearts and minds of others – instilling confidence, inspiring commitment, influencing direction

Connection

Communication

Command

Composure







# Executive Presence

Authentically connecting with the hearts and minds of others – instilling confidence, inspiring commitment, influencing direction

## Connection

- Authenticity
- Empathy
- Passion
- Candor

## Communication

- Clarity of Message
- Understand Audience
- Active Listener
- Physical Presence

## Command

- Confidence
- Credible Expertise
- Courage
- Conviction

## Composure

- Poise Under Pressure
- Resiliency
- Judgment





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1. Which dimensions of executive presence are personal strengths?
2. Which dimensions are opportunities for improvement?



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1. Which dimensions of executive presence are personal strengths?
2. Which dimensions are opportunities for improvement?
3. How does my background, experiences, gender, multiculturalism, etc. create barriers for me achieving Executive Presence?
4. What are some best practices for overcoming these barriers and leveraging my strengths?



# Executive Presence Diversity & Inclusion Challenges

## Authenticity

Conform



Personal Identity

## Appearance

Flashy  
Too "Ethnic"  
Distracting



Stylish  
Cultural Symbols

## Command

Aggressive  
Bossy  
Intimidating



Passive  
Reserved

## Feedback

Stereotyping  
Insensitive



Polite  
Politically Correct







**Sheryl Sandberg**

Chief Operating Officer at Facebook · 1,256,621 followers

Timeline

This is one of the most powerful videos I have ever seen illustrating how when women and men do the same things, they are seen in completely different ways. Really worth watching. **Lean In** prize of the day for sure!

Congratulations to Marc Pritchard and the Pantene team and Andrew Robertson and the BBDO team.



Pantene Philippines | #WhipIt | Labels Against Women

It's time we put an end to labels against women. Pantene believes that when you stand strong, you shine.

YOUTUBE.COM

about a month ago

Share

3 Comments 2,718 Shares

Anubha Gupta, Rayan A Chakra, Felicity Geary and 5,413 others like this.

**“There is plenty of room in the world for mediocre men. There is no room for mediocre women. So you have to lead.”**

**Madeleine Albright**  
Secretary of State





# How Can I Demonstrate Executive Presence?



## Executive Presence

Connect

Communicate

Command

Composure

- **Be authentic**
- **Communicate with confidence**
- **Think on your feet**
- **Believe that you belong**

# Be Authentic



## Executive Presence

Connect | Communicate | Command | Composure

1. Know your “magic” - strengths, unique talents
2. Understand how the organization operates
3. Identify ways to bring your magic given org context – observation, trusted advisors, experience

***BOTH-AND not EITHER-OR***

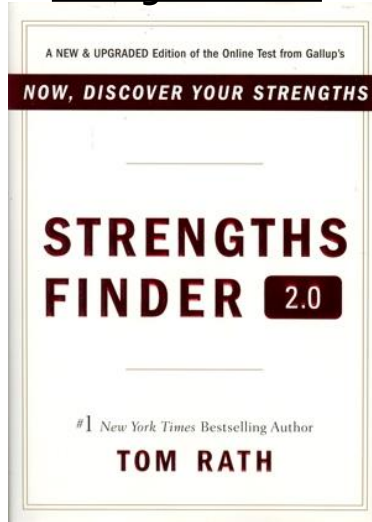
***Bring my culture to work and know the context of the organization***

4. Practice, practice, practice
5. Learn from experiences and repeat



# Know Your Strengths and Development Areas

## Strengths Finder



## Myers-Briggs

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

## Individual Development Plan

**INDIVIDUAL DEVELOPMENT PLAN FORM**

Name: \_\_\_\_\_ Date: \_\_\_\_\_

**PROFESSIONAL GOAL & MOTIVATIONS**

\_\_\_\_\_

\_\_\_\_\_

**TALENTS OR STRENGTHS**      **DEVELOPMENT OPPORTUNITIES**

\_\_\_\_\_

\_\_\_\_\_

**FOCUSED IDP OBJECTIVES AND ACTION STEPS**

\_\_\_\_\_

\_\_\_\_\_

## Assessments

### Hogan Leadership Forecast Series



### 360-degree Feedback





# Communicate With Confidence



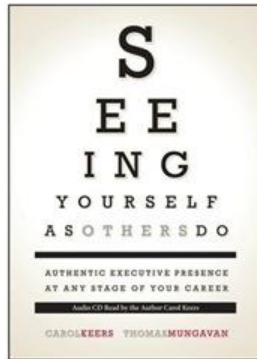
## Executive Presence

Connect | Communicate | Command | Composure

- **Understand your audience**
- **Prepare, prepare, prepare**
- **Know all of the facts...don't share them all**
- **Tell a story**
- **Listen**



# Improving Skills for Communicating and Connecting



*Seeing Yourself as Others Do*

by Carol Keers and Thomas Mungavan

# Think on Your Feet



## Executive Presence

Connect | Communicate | Command | Composure

- **Have an elevator speech**
- **Know the storyline and key metrics**
- **Have a perspective**
- **Listen...and ask open ended questions**



# Believe That You Belong



## Executive Presence

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Communicate

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# In Closing...

## What is it?



# Executive Presence

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## How can I develop it?

Awareness

Acceptance

Energy

Practice

# Executive Presence Requires Balance

IQ

EQ

Intelligence

Interpersonal



**Executive Presence**

Connection | Communication | Command | Composure

# Questions

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