

Analyzing Your Executive Presence

Thinking about how you express these 9 concepts...

- Which do you express really well?
- Which do you express acceptably?
- On which do you think you need to improve?

| <i>Developing Executive Presence: My Areas of Growth</i> | | Express Very Well | Express Well | Area for Growth |
|--|-----------------|-----------------------|-----------------------|-----------------------|
| About Me | Passion | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Poise | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Self-Confidence | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| About My Messages | Clarity | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Candor | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Openness | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| About My Relationships | Sincerity | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Thoughtfulness | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| | Warmth | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Passion:

The expression of motivation, focus, and drive that shows you are committed to what you are saying and doing

Characteristics:

- Must feel and express passion for something about the business and the job
- Cannot be faked – it is the furnace of commitment

Appears to others in:

- Strong vocal emphasis
- Emphatic gestures
- Significant variation in vocal volume, inflection, and rhythm
- Visible engagement – dressing the part and acting the part

Issues Showing a Need for Improvement:

- Does not feel passion for the work or job
- Resisting full engagement
- Passion is felt but not shown
- Shows too much passion

Source: Paul Aldo, Ph.D., 2012.

Poise:

The appearance of sophistication and unflappability

Characteristics:

- Emotional maturity and self-control
- The ability to manage adversity
- Comfort in surroundings

Appears to others in:

- Appropriate grooming and dress
- A measured, unhurried pace
- Being knowledgeable and articulate
- Not being tentative or defensive
- Being relaxed in surroundings – the appearance of belonging

Issues Showing a Need for Improvement:

- Appears uncomfortable in surroundings
- Is overly accommodating
- Argues and becomes defensive under pressure
- Reacts poorly to adversity
- Lacks sophistication

Source: Paul Aldo, Ph.D., 2012.

Self-confidence:

The air of optimism and assurance that shows you have the required strength, resources, and resolve to initiate and to lead

Characteristics:

- A sense of self-worth that is not based on position power
- A bias for action and desire to initiate
- Realistic but optimistic
- The courage to make decisions

Appears to others in:

- Short, direct, emphatic statements
- Pausing for emphasis with no unnecessary words
- Eye contact – relaxed but steady
- Moderate, steady vocal volume
- Declaration of intention or position
- Initiating and doing

Issues Showing a Need for Improvement:

- Does not initiate action
- Appears tentative
- Does not demonstrate resolve
- Is too aggressive with others
- Lacks flexibility

Source: Paul Aldo, Ph.D., 2012.

Clarity:

The ability to create your story and tell it in an intuitively clear and compelling way

Characteristics:

- Clear thinking
- Good message architecture
- Speaking and writing persuasively

Appears to others in:

- Messages that are resonant, interesting, and easy to follow
- Gestures, inflection, and pace that support the message (story)
- Talking – not telling (lecturing)

Issues Showing a Need for Improvement:

- Gets lost in detail
- Does not know what he/she wants from the message
- Loses the big picture
- Is not collaborative
- Does not structure message for the audience
- Fails to use narratives

Source: Paul Aldo, Ph.D., 2012

Candor:

The projection of truth and honesty, with a willingness to accept and engage the world as it is, not as you would like it to be

Characteristics:

- Not afraid of the truth
- Honest and forthcoming
- Keeps commitments

Appears to others in:

- Not confrontational or argumentative
- Reasoned, not defensive
- Relaxed eye contact
- Head movement
- Measured pace and thoughtful inflection (pausing)

Issues Showing a Need for Improvement:

- Does not want to hear bad news
- Procrastinates
- Avoids difficult issues
- Hoards information
- Sacrifices candor to avoid conflict

Source: Paul Aldo, Ph.D., 2012.

Openness:

The willingness to consider other points of view without prejudging them

Characteristics:

- Active listening (checking for understanding)
- Sharing information
- Curiosity
- Not defensive

Appears to others in:

- Silence (listening)
- Asking questions
- Offering information
- Directly addressing concerns

Issues Showing a Need for Improvement:

- Not interested in new ideas
- Mainly interested in what is wrong with an idea
- Threatened by unfamiliar situations
- Unnerved by surprises

Source: Paul Aldo, Ph.D., 2012.

Sincerity:

The projection of believing in and meaning what you say

Characteristics:

- True to oneself
- Not just going through the motions

Appears to others in:

- Soft eye contact
- Slight head movement
- Soft vocal inflection
- Slow pace with pauses
- Attention to audience interests and concerns

Issues Showing a Need for Improvement:

- Ethics and values are situational
- Does not live by the core values of the organization
- Does not walk the talk
- Becomes cynical

Source: Paul Aldo, Ph.D., 2012.

Thoughtfulness:

Conveying and interest in others and being concerned about them

Characteristics:

- Empathetic understanding
- Interested in the person and the relationship
- Contributing to others
- Helping others

Appears to others in:

- Silence (empathetic listening)
- Questions
- Measured, unhurried responses
- Moderate voice volume (not emphatic)
- Soft inflection

Issues Showing a Need for Improvement:

- Impatient with others (rushing and talking over them)
- Shows little interest in others
- Does not think through issues before talking about them
- Puts self-interest before team interest

Source: Paul Aldo, Ph.D., 2012.

Warmth:

Being accessible to others, physically and emotionally

Characteristics:

- Approachable
- Caring
- Inclusive
- Reaching out

Appears to others in:

- Relaxed eye contact
- Genuine smile
- Relaxed, open positions
- Initiating dialog
- Affirmative gestures (head nods, arched eyebrows)
- Soft, reassuring vocalization

Issues Showing a Need for Improvement:

- Uncomfortable with others
- Not accessible to others
- More interested in tasks than people
- Does not develop relationships

Source: Paul Aldo, Ph.D., 2012.